

- ▶ **maricopa county**
- ▶ **financial and personnel resources**
- ▶ **3rd quarter report**
- ▶ **fy 1999-2000**

maricopa county

**strategies 2000**

# table of contents

maricopa county officials	1
introduction	2
summary findings	4
personnel savings	10
attrition	17
separations	24
recruitment strategies	29
innovations & competition	34



maricopa county financial & personnel resources 3rd quarter report fy 1999-2000  
prepared by the office of management & budget

# **maricopa county officials**

## **Board of Supervisors**

**Andrew Kunasek, Chairman**  
**District 3**

**Fulton Brock**  
**District 1**

**Don Stapley**  
**District 2**

**Janice K. Brewer**  
**District 4**

**Mary Rose Garrido Wilcox**  
**District 5**

## **County Administrative Officer**

**David R. Smith**

## **Deputy County Administrator**

**Sandra L. Wilson**

Maricopa County, 301 W. Jefferson, Suite 1070, Phoenix, AZ. 85003

Phone (602) 506-7280 Fax (602) 506-3063

[www.maricopa.gov/budget/management.asp](http://www.maricopa.gov/budget/management.asp)

# introduction

Accomplishing personnel performance objectives, while increasing the quality of life for employees and citizens alike, requires the successful administration and control of staffing resources. The enclosed 3<sup>d</sup> Quarter Financial and Personnel Resources Report provides management with the tools necessary to achieve these objectives. Tools used include data, tracking, trending and analysis of key information, which control personal services expenditures and manage funded positions. The Office of Management and Budget (OMB) works with departments to effectively manage position control through automated solutions and department cooperation. OMB ensures full funding for all positions through the Funded Position Policy and the Lump Sum Budgeting Guidelines used in preparation of the annual budget.

Maricopa County's personnel resource strategies focus on the recruitment and retention of productive employees. Crucial elements of these processes include:

- ▶ Compensation, including wages, benefits and employee leave programs.
- ▶ Development of employee relations programs.
- ▶ Ongoing development and maintenance of programs, services, resources, and training to enhance the health, morale, productivity, and organizational knowledge of employees Countywide.

The operational and financial impact of human resources issues, trends, position control, recruitment and staff retention are contained in the following sections included in this report:

- ▶ Summary Findings
- ▶ Personnel Savings
- ▶ Attrition (Turnover Rates)
- ▶ Separations
- ▶ Recruitment Strategies
- ▶ Innovations & Competition

Information concerning departments with small numbers of employees (less than 25) should be used with extreme caution. A change of one or two vacancies, positions or terminations reflects a higher percentage change than those same movements within larger departments. These higher percentage changes may or may not reflect significant issues within these smaller departments.

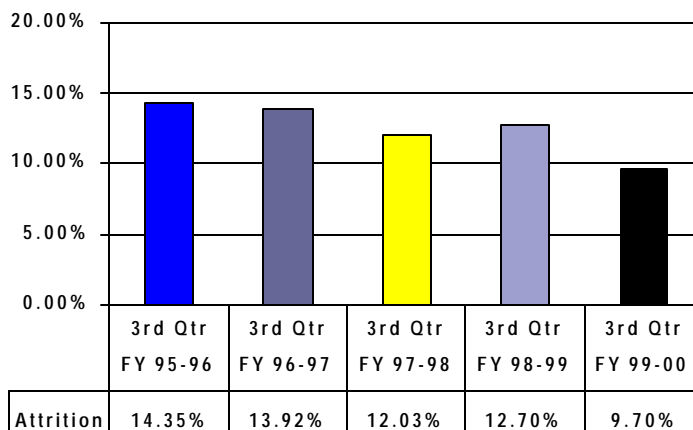
Any questions you may have regarding this report or the position control process may be addressed to Maricopa County, Office of Management and Budget, 301 West Jefferson, Suite 1070, Phoenix, Arizona 85003. You may also call this office at (602) 506-7280.

# summary findings

Maricopa County's Financial and Personnel Resources 3<sup>d</sup> Quarter Report FY 1999-00 has been expanded to meet the ever-changing needs of management. It is the intent of the Office of Management and Budget to provide information that will assist management in successfully achieving strategic goals and objectives while increasing resource accountability. Additional data appears primarily in the form of tables throughout the document. Charts are used, however, to denote variances and comparisons, while improving reader comprehension<sup>1</sup>.

Maricopa County's retention of highly valued, productive employees continue to improve in this challenging price-competitive market. Evidence of the County's success can be seen through the reduction in employee attrition over time, to its 3<sup>d</sup> quarter FY 1999-00 rate of 9.70%. This may be attributed to the County's seizing upon opportunities to redefine its compensation and benefits programs, including non-monetary benefits, which are increasingly important today.

## Maricopa County 3rd Quarter Attrition Comparisons



As demonstrated on the chart at left, *Maricopa County* has reached its lowest rate of attrition for any one quarter beginning in FY 1995-96. 3<sup>rd</sup> quarter attrition has decreased from 14.35% in FY 1995-96 to 9.70% in FY 1999-00. This is a reduction of 4.7 percentage points since FY 1995-96.

FY 1999-00 average year-to-date attrition of 10.1% is 9.0 percentage points lower than the average FY 1995-96 annual attrition of 19.1%.

<sup>1</sup> The general format of this document has not changed. Information previously contained herein continues to be provided. As noted in the introduction, *Information concerning departments with small numbers of employees (less than 25) should be used with extreme caution. A change of one or two vacancies, positions or terminations reflects a higher percentage change than those same movements within larger departments. These higher percentage changes may or may not reflect significant issues within these smaller departments.*

The chart below provides 3<sup>rd</sup> quarter data supporting the attrition rates tracked.

3RD QUARTER OF FISCAL YEAR	TOTAL AUTHORIZED POSITIONS	NUMBER OF POSITIONS VACANT	RATE OF ATTRITION
FY 1999-00	14,347	1,394	9.70%
FY 1998-99	13,813	1,671	12.70%
FY 1997-98	13,264	1,595	12.03%
FY 1996-97	13,673	1,903	13.92%
FY 1995-96	13,590	1,950	14.35%

Many factors have contributed to the decline in attrition over the past five years. Major factors include becoming competitive in hiring practices, market pay equity, creative compensation plans, and continued employee satisfaction. The County has implemented innovative programs, services, resources, and training to support employees' balanced lives.

Maricopa County's Strategic Vision emphasizes *citizens serving citizens through efficient and innovative teams that respond to customer needs while being fiscally prudent*. Workforce competition and employee motivation remains at the forefront of all financial and personnel resource issues, as they relate to this vision. Maricopa County strives to creatively resolve strategic personnel issues and improve the lives of its employees and citizens alike. The County finds its challenges in understanding the competition and determining what makes employees feel valued and respected.

In the past, Maricopa County's personnel resource focus has been on customer satisfaction. *This focus can no longer be solely on customer service.* In reality, taxes must be assessed and collected; healthcare services, education and law enforcement must be provided; as well as ensuring the safety and welfare of citizens. These County mandates require a large labor force. To keep such a force competitive, the County is aligning its hiring practices with organization-wide strategic goals.

### Personnel Resources Focus Maricopa County's Strategic Vision

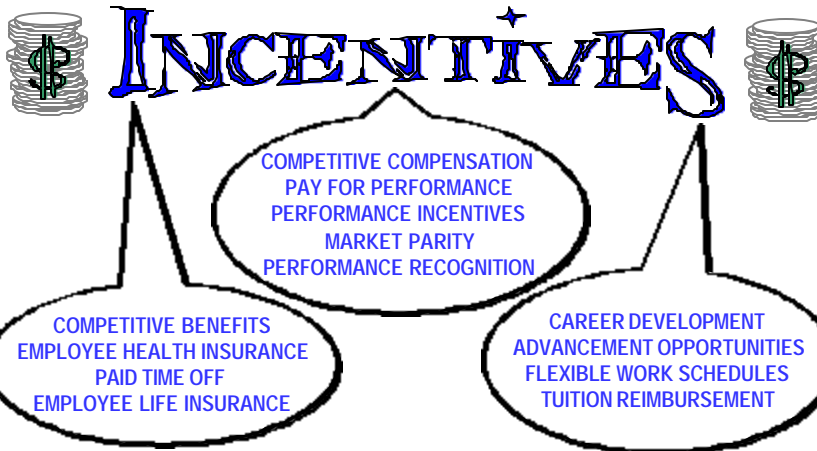
**Citizens Serving Citizens**



**Sharing Personnel Savings With Taxpayers**  
**Performance Incentives 2000**

Mandated Services = Large Labor Force = Competitive Edge  
Realign Marketing Strategies To Individual Value, Career Opportunities & Compensation  
Intensified Training - Employee Satisfaction

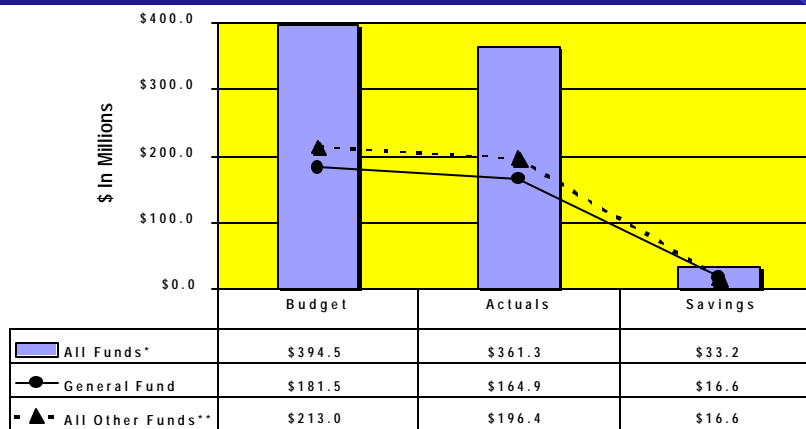
## Employee Attraction & Retention Marketing Issues



Parity, through competitive pay and benefits, in this tight labor market affects the successful hiring and retention of quality employees. Motivating employees to perform better and feel valued requires, 1.) Morale building, 2.) Recognition, and 3.) Respect for a job well done, knowing that their performance does make a difference on a personal level and in conjunction with providing a service to their community.

Maricopa County offers exciting job opportunities and creative incentives aimed at retaining productive employees. Salary advancements, a competitive edge tool, increases employee value through recognition of performance and the County's commitment to raising and maintaining market equity. The most recent innovation, the *Performance Incentives 2000 Program*, shares individual department personnel savings with employees and taxpayers. The features of this new program also referred to as "Share the Savings" may be found in the innovations and competition section of this document.

## YTD 3rd Quarter FY 1999-00 Gross Personnel Savings



\*Excluding Grants

\*\*Special Revenue Funds & Enterprise Funds Only

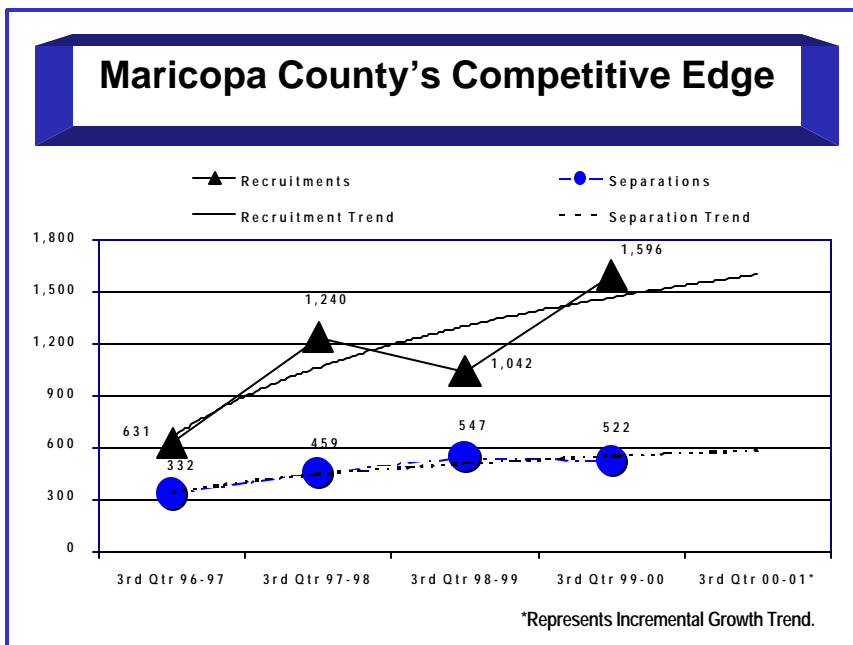
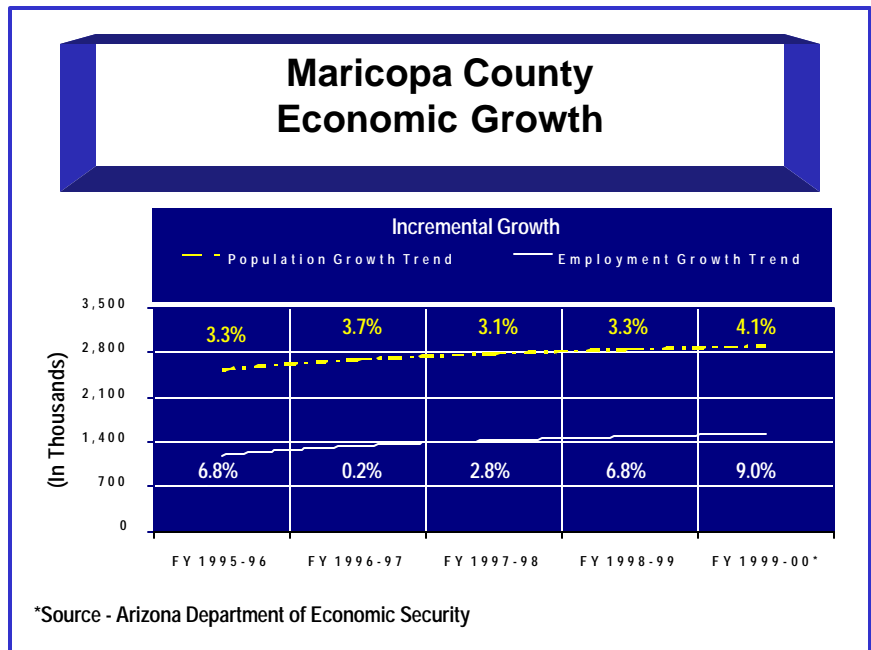
The chart at left illustrates Maricopa County's personnel savings YTD 3<sup>rd</sup> quarter FY 1999-00. Total gross personnel savings for all funds excluding grants are \$33.2 million or 9.2% of actual personnel costs. \$16.6 million or 50.0% is in the General Fund and \$16.6 million or 50.0% is in all other funds (excluding grants).

The chart below details the General Fund personnel costs by quarter for FY 1999-00.

GENERAL FUND PERSONNEL COSTS				
FY 1999-00	TOTAL SALARIES & WAGES	TOTAL BENEFITS	TOTAL PERSONNEL COSTS	BENEFITS AS % OF PERSONNEL COSTS
1 <sup>st</sup> Quarter	\$ 46.5 million	\$ 8.7 million	\$ 55.2 million	15.8%
2 <sup>nd</sup> Quarter	\$ 93.4 million	\$17.5 million	\$110.9 million	15.8%
3 <sup>rd</sup> Quarter	\$139.3 million	\$25.6 million	\$164.9 million	15.6%

Maricopa County struggles to cope with the challenges of the current tight job market and expanding economy as shown on the chart at right. Continued population and employment growth adversely affects the ability to compete in the workplace and impacts the quality of services provided to its' citizens.

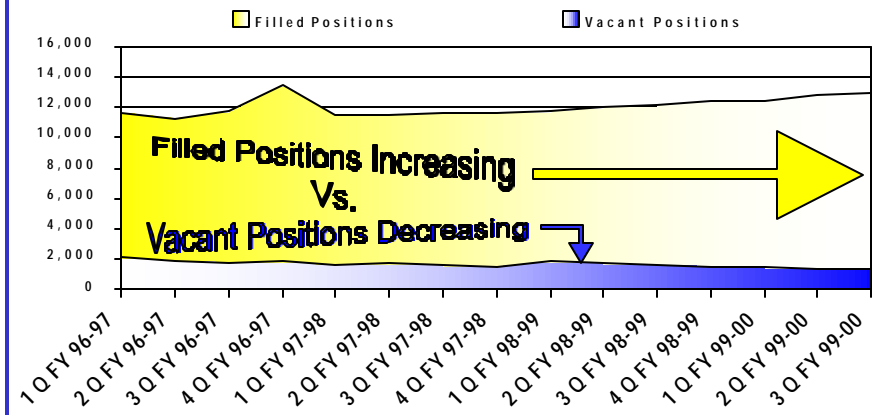
Employee separations represent employees leaving the County. Employee recruitment represents the number of positions being actively procured. Through separation and recruitment trends, management may assess employee satisfaction versus the efforts to fill vacant positions.



As the chart at left demonstrates, 3<sup>rd</sup> quarter recruitment trends over a five-year period indicate substantial incremental increases in recruitment activities by 150%. 3<sup>rd</sup> quarter separation trends over the same period show substantially less incremental increases by 57%. In order to review these trends in a meaningful light, it is necessary to review the growth in the number of filled versus vacant positions.



### Maricopa County Trends Filled Vs. Vacant Positions

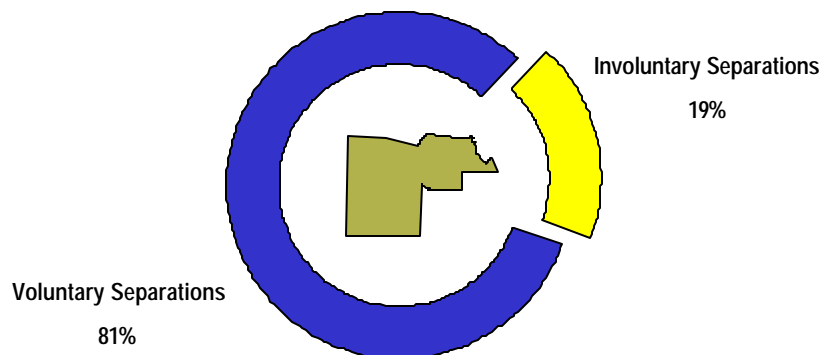


As indicated at left, the total number of authorized positions has incrementally increased by approximately 13% over the past three years. The number of filled positions also continues to increase while vacant positions steadily decrease, representing a positive trend.

The data solicited from separating employees is critical to attracting and retaining productive and satisfied employees. Retention issues are resolved based upon separation reasons.

Separations are either voluntary or involuntary. The chart at right identifies the split between employees voluntarily leaving the County and those leaving involuntarily. 1,310 employees or 81% left voluntarily during the current fiscal year versus 299 involuntary separations or 19%.

### Maricopa County Separations YTD 3rd Quarter FY 1999-00

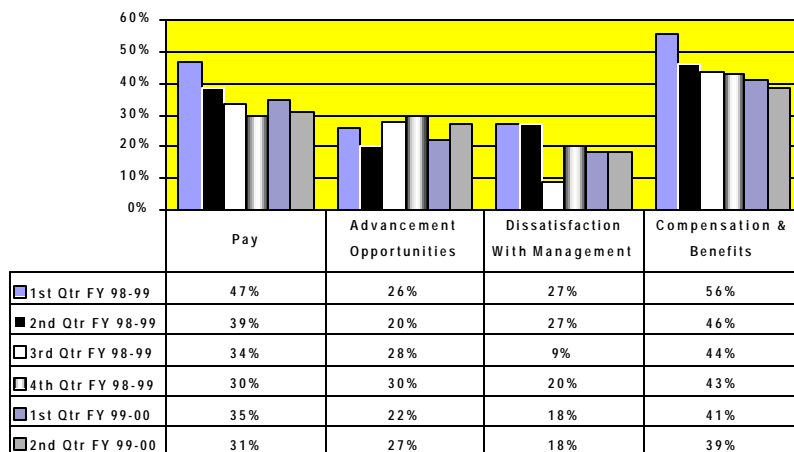


According to surveys conducted by the Maricopa County Research and Reporting Department, voluntary separation reasons that are submitted by departments versus those received in exit interview surveys vary extensively based upon summary reasons for leaving. More detailed information regarding exit interview information may be found in the innovations and competition section of this document. Additional separation information may be found in the separation section.

For the first time, the Maricopa Integrated Health System (MIHS) conducted an employee satisfaction survey during the 3<sup>rd</sup> quarter FY 1999-00 through Maricopa County's Research and Reporting Department. This survey will serve as a baseline for current department strategies and future tracking of accomplishments. Strategic plans and objectives based on the findings of this survey will be implemented.

MIHS has seen a dramatic increase in resumes and applications as a result of their various marketing strategies, including job fairs, direct mail, the use of Trade publications, smaller community newspapers and their Banner ad. 2<sup>nd</sup> quarter FY 1999-00 MIHS processed 1,424 applications versus over 2,200 applications processed during the 3<sup>rd</sup> quarter.

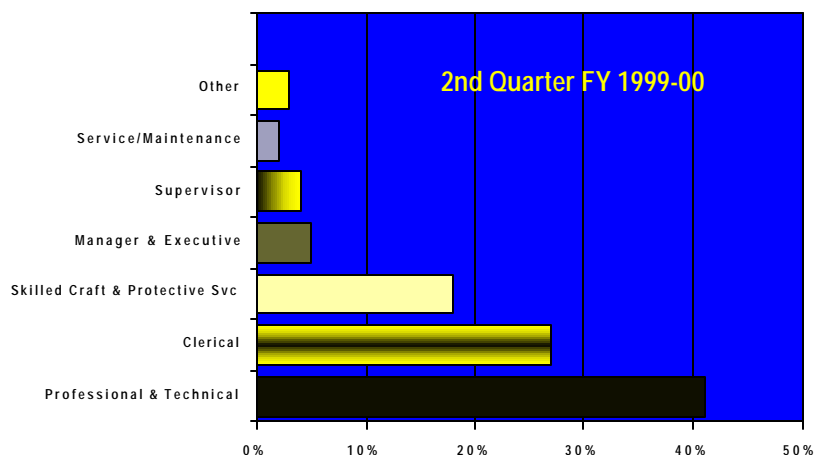
### Exit Interview Separation Reasons



The chart at left provides the top four exit interview separation reasons by quarter. Survey respondents may select more than one reason for leaving, hence, there are usually twice the number of responses as respondents.

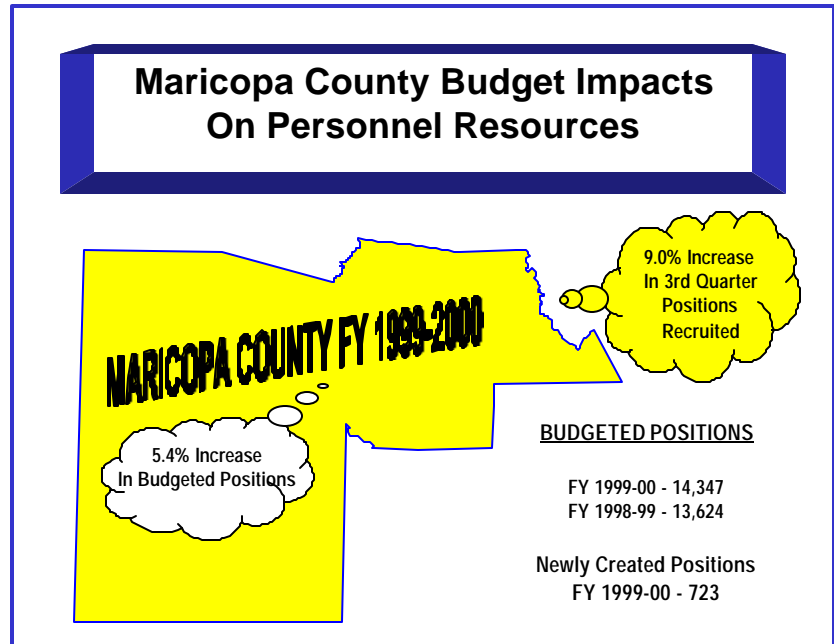
Exit interview information becomes available on a quarterly basis. These interviews are conducted by phone and are performed after an employee has separated, thus lagging behind one quarter. As demonstrated at right, professional and technical employees make-up the largest group of employees voluntarily separating during the 2<sup>nd</sup> quarter of FY 1999-00.

### Exiting Employees By Job Type



Additional information garnered through the Maricopa County Exit Interview Program includes hourly pay rates; years of employment; exit interview response rate by department; the job type of those leaving and the ranking of management. Employee satisfaction scores are provided regarding management practices & effectiveness and efficiency; opportunities, communications and customers; and working conditions, benefits, compensation & rewards.

The chart at right addresses the budget impact upon 3<sup>rd</sup> quarter financial and personnel resources. Increases in the number of budgeted positions, timing issues related to filing newly created positions, recruitment efforts, and economic impacts such as the current highly competitive job market, affect personnel savings, as shown in the following section of this document.



## Employee Motivation A Driving Force

**To Be Excited About One's Job**



**Providing A Service  
To The Community**

**Diversified  
Creative  
Compensation**

Maricopa County is moving forward to maintain its current competitive edge through the use of employee motivation. Employees may be motivated because they are excited about their jobs or because they're doing something that provides a service to the community. They may also be motivated due to superior work environments or by diversified employee compensation options.

Maricopa County continues to look for and implement creative hiring practices and retention efforts. Motivating employees through recognition and respect for a job well done encourages performance excellence. Incentives of all types make employees feel valued, particularly when they feel that what they do makes a difference.

# personnel savings

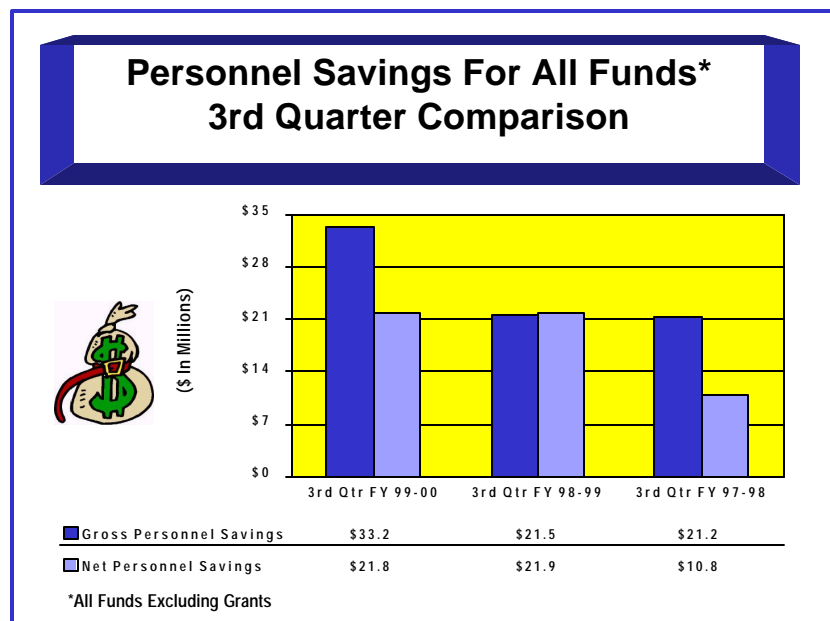
## All Funds (Excluding Grants)

Maricopa County's 3<sup>rd</sup> quarter FY 1999-00 gross actual personnel savings<sup>2</sup> for all funds excluding grants total \$33.2 million or 8.4% of total budgeted personnel costs. Net actual savings above budget of \$21.8 million are 191.3% higher than budgeted personnel savings.

MARICOPA COUNTY 3RD QUARTER YEAR-TO-DATE FY 1999-00 PERSONNEL SAVINGS ALL FUNDS EXCLUDING GRANTS						
Total Budget Personnel Costs	Actual Personnel Costs	Gross Actual Personnel Savings	% Gross Actual Savings/ Total Budget	Budgeted Personnel Savings	Net Actual Savings (Above Budget)	% Net Actual Savings/ Budgeted Savings
\$ 394,450,606	\$ 361,263,062	\$ 33,187,544	8.4%	\$ 11,413,616	\$ 21,773,928	191.3%

As demonstrated on the chart at right, 3<sup>rd</sup> quarter FY 1999-00 gross actual personnel savings for all funds excluding grants of \$33.2 million are \$11.7 million or 283.8% higher than the gross actual personnel savings for the 3<sup>rd</sup> quarter of FY 1998-99 and \$12.0 million or 276.7% higher than the 3<sup>rd</sup> quarter of FY 1997-98.

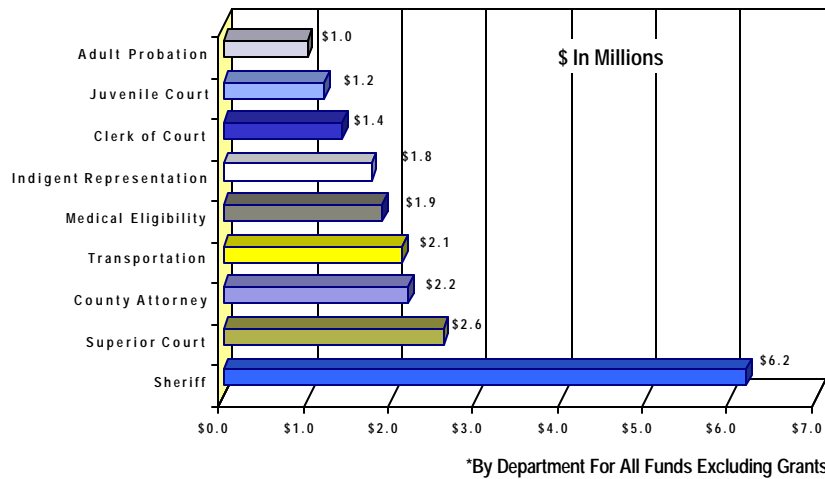
The increase in 3<sup>rd</sup> quarter FY 1999-00 gross personnel savings is primarily due to the increase in the number of additional authorized positions that remain unfilled combined with employee separations.



<sup>2</sup> Personnel savings are grouped by fund in this document. The General Fund is a general operating fund set-up to account for the resources and uses of general governmental operations of the County. Taxes provide most of these resources. Enterprise funds are accounted for in a method similar to private business enterprise, where user fees are intended to recover expenditures. Special Revenue Funds are restricted to use by statute and local policy. The personnel savings section of this document places emphasis upon General Fund personnel savings and Enterprise Fund personnel savings that are health care related. These two funds have the greatest impact upon the citizens of Maricopa County. All other sections of this document which make reference to personnel savings include all funds (excluding grants).

Personnel savings result when positions remain vacant, the actual pay of a position's incumbent is lower than budgeted, or when compensation plan funding remains unused.

### Major Gross Personnel Savings\*

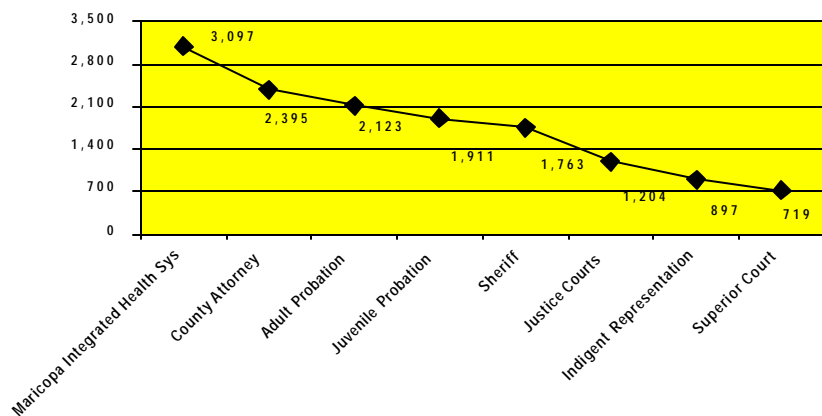


Departments with major personnel savings above that budgeted for all funds, excluding grants, are shown on the chart at left.

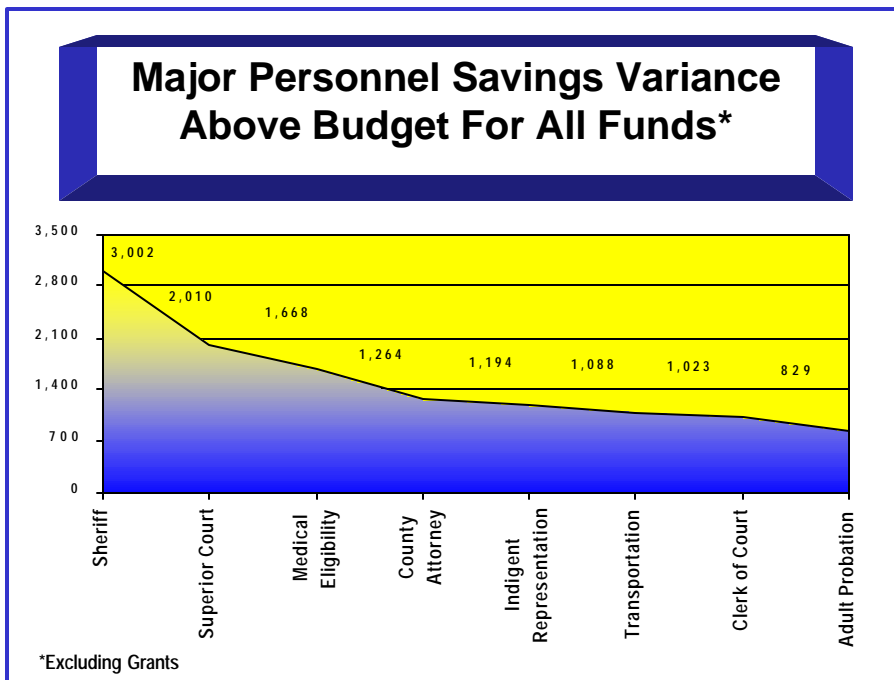
Salary advancements during the 3<sup>rd</sup> quarter impact personnel savings due to timing and budget issues. The chart at right provides major salary advancements year-to-date 3<sup>rd</sup> quarter FY 1999-00.

The Maricopa County Board of Supervisors approved an additional \$17.2 million (for all funds) to be used for market increases during FY 1999-00. The actual fiscal impact of total salary advancements given thus far total \$18.3 million.

### Major Salary Advancements YTD 3rd Quarter FY 1999-00



Salary advancements include market equity adjustments and pay for performance, which increase employee value. Unused salary advances may be awarded at fiscal year-end in the form of performance incentives, i.e. one-time awards that do not increase an employee's base salary.



Departments with major personnel savings above that budgeted for all funds, excluding grants, are shown on the chart at left.

## GENERAL FUND

Maricopa County's General Fund 3<sup>rd</sup> quarter year-to-date FY 1999-00 gross actual personnel savings total \$16.5 million or 9.1% of total budgeted personnel costs. Net actual savings (above what is budgeted) of \$10.7 million represents 183.3% of budgeted personnel savings. The financial data is shown on the table below.

MARICOPA COUNTY 3RD QUARTER YEAR-TO-DATE FY 1999-00 PERSONNEL SAVINGS GENERAL FUND						
Total Budget Personnel Costs	Actual Personnel Costs	Gross Actual Personnel Savings	% Gross Actual Savings/ Total Budget	Budgeted Personnel Savings	Net Actual Savings (Above Budget)	% Net Actual Savings/ Budgeted Savings
\$ 181,505,017	\$ 164,929,464	\$ 16,575,553	9.1%	\$ 5,850,999	\$ 10,724,554	183.3%

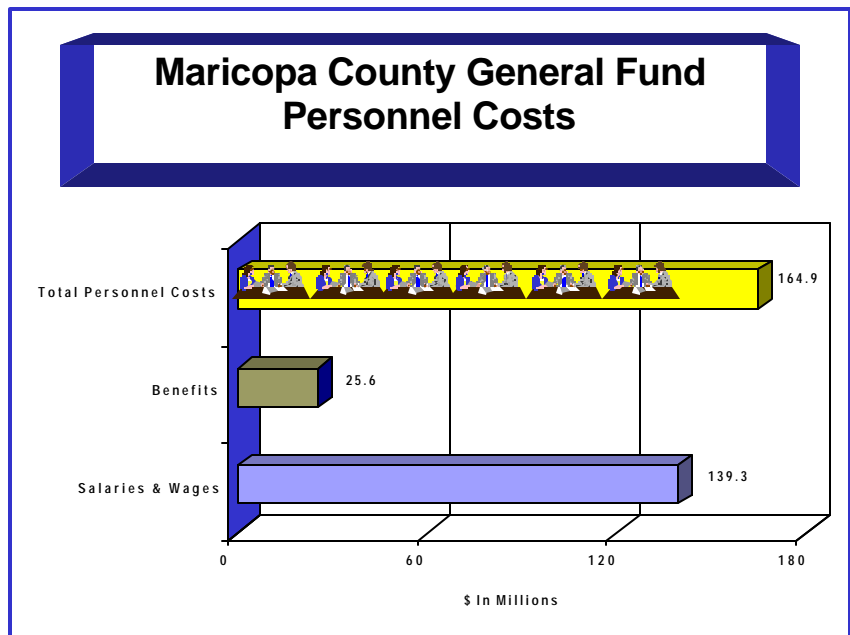
The \$10.7 million in net actual savings (above budget) equates to a 6.0% variance to total budgeted expenditures.

Increases in the number of authorized positions, timing issues related to filing newly created positions, recruitment efforts, and economic impacts such as the current highly competitive job market, affect personnel savings and the County's ability to attract and retain productive employees.

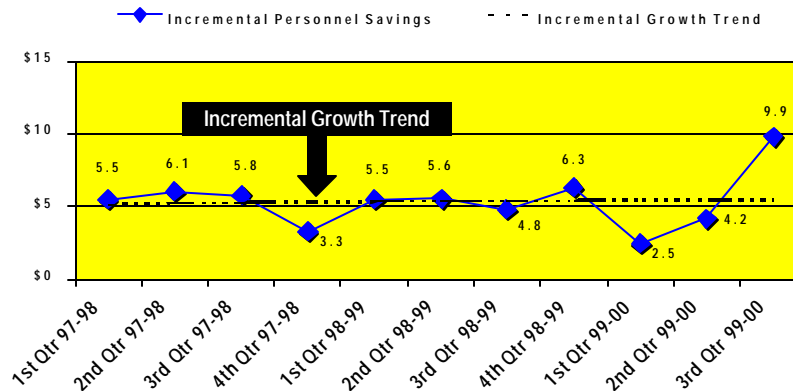
The table below shows **General Fund** personnel savings by individual department year-to-date 3<sup>rd</sup> quarter of FY 1999-00, **excluding General Government**.

AGENCY NAME	GROSS BUDGET PERSONNEL COSTS	ACTUAL PERSONNEL COSTS	GROSS PERSONNEL SAVINGS	BUDGETED PERSONNEL SAVINGS	NET ACTUAL PERSONNEL SAVINGS	GROSS ACTUAL VARIANCE TO BUDGET
BOARD OF SUPERVISORS DISTRICT 1	155,901	151,381	4,520	-	4,520	2.9%
BOARD OF SUPERVISORS DISTRICT 2	137,272	140,955	(3,683)	-	(3,683)	-2.7%
BOARD OF SUPERVISORS DISTRICT 3	150,786	126,992	23,794	-	23,794	15.8%
BOARD OF SUPERVISORS DISTRICT 4	140,746	128,062	12,684	-	12,684	9.0%
BOARD OF SUPERVISORS DISTRICT 5	139,423	154,714	(15,291)	-	(15,291)	-11.0%
BOARD OF SUPERVISORS CLERK	244,717	221,434	23,283	-	23,283	9.5%
ADULT PROBATION	6,972,464	6,804,258	168,206	169,179	(973)	2.4%
ASSESSOR	9,080,357	8,527,606	552,751	500,348	52,403	6.1%
COUNTY CALL CENTER	800,153	696,547	103,606	16,130	87,476	12.9%
EMERGENCY MANAGEMENT	85,280	68,188	17,092	-	17,092	20.0%
CLERK OF SUPERIOR COURT	13,216,016	12,103,986	1,112,030	394,493	717,537	8.4%
DEPARTMENT OF FINANCE	1,444,158	1,162,444	281,714	71,113	210,601	19.5%
COUNTY ATTORNEY	28,306,764	26,223,863	2,082,901	922,156	1,160,745	7.4%
COUNTY ADMINISTRATION OFFICE	782,170	668,153	114,017	25,019	88,998	14.6%
ELECTIONS	1,796,732	1,687,827	108,905	9,236	99,669	6.1%
HUMAN SERVICES	257,827	268,946	(11,119)	-	(11,119)	-4.3%
INTERNAL AUDIT	600,336	552,841	47,495	9,295	38,200	7.9%
JUSTICE COURTS	8,221,988	8,185,471	36,517	338,357	(301,840)	0.4%
CONSTABLES	1,034,557	1,051,964	(17,407)	-	(17,407)	-1.7%
JUVENILE COURT	7,446,092	7,002,600	443,492	132,910	310,582	6.0%
MEDICAL ELIGIBILITY	7,208,127	5,330,925	1,877,202	209,295	1,667,907	26.0%
MEDICAL EXAMINER	2,038,448	1,945,981	92,467	114,850	(22,383)	4.5%
RECREATION SERVICES	703,390	659,217	44,173	18,946	25,227	6.3%
HUMAN RESOURCES	1,876,227	1,648,338	227,889	41,675	186,214	12.1%
INDIGENT REPRESENTATION	17,978,027	16,202,312	1,775,715	545,693	1,230,022	9.9%
PUBLIC FIDUCIARY	1,108,796	975,498	133,298	28,268	105,030	12.0%
PLANNING & TRAINING	368,419	331,927	36,492	3,630	32,862	9.9%
RECORDER	1,020,990	913,313	107,677	42,951	64,726	10.5%
SUPERINTENDENT OF SCHOOLS	940,790	887,037	53,753	-	53,753	5.7%
SUPERIOR COURT	23,605,301	22,307,787	1,297,514	593,153	704,361	5.5%
HEALTH CARE MANDATES	63,832	50,307	13,525	-	13,525	21.2%
OFFICE OF THE CIO	2,681,758	2,484,057	197,701	100,362	97,339	7.4%
TREASURER	1,940,865	1,703,958	236,907	76,827	160,080	12.2%
JUDICIAL MANDATES	1,348,022	1,158,512	189,510	43,813	145,697	14.1%
MANAGEMENT & BUDGET	936,589	822,229	114,360	17,931	96,429	12.2%
SHERIFF	24,145,761	22,737,167	1,408,594	1,020,645	387,949	5.8%
FACILITIES MANAGEMENT	5,165,928	4,784,309	381,619	219,907	161,712	7.4%
MATERIALS MANAGEMENT	963,822	843,224	120,598	42,263	78,335	12.5%
ANIMAL CONTROL SERVICES	92,445	-	92,445	-	92,445	100.0%
PUBLIC HEALTH	3,149,490	2,808,019	341,471	132,574	208,897	10.8%
ENVIRONMENTAL SERVICES	343,606	321,416	22,190	9,980	12,210	6.5%
TOTALS	178,694,372	164,843,765	13,850,607	5,850,999	7,999,608	7.8%

Personnel costs are made up of salaries and wages, and benefits. The chart at right shows 3<sup>rd</sup> quarter year-to-date FY 1999-00 General Fund personnel costs. Salaries and wages represent 84.4% of total personnel costs, whereas, benefits represent 15.6% of total personnel costs.



### General Fund Incremental Gross Personnel Savings Trend



The chart at left compares General Fund incremental gross personnel savings to its incremental growth trend. The slight increase in the incremental growth trend and large incremental personnel savings for the 3<sup>rd</sup> quarter of FY 1999-00 may be the result of unused salary advancements to date, increases in the number of authorized positions, timing issues, etc.

## ENTERPRISE FUNDS

### MARICOPA INTEGRATED HEALTH SYSTEM

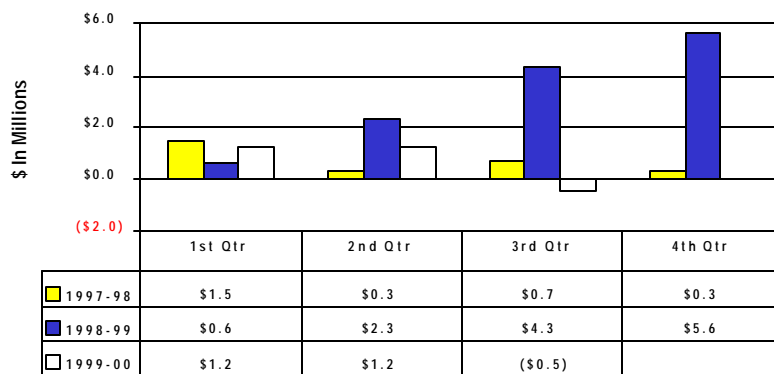
The Maricopa Integrated Health System (MIHS) is composed of both the Maricopa Health System (MHS) and the Maricopa Health Plan (MHP) divisions. Their combined gross personnel savings year-to-date total a negative (\$.188) million or 6/10ths of 1% of Countywide gross personnel savings.



MIHS personnel costs year-to-date total \$78.7 million or 21.8% of total Countywide actual personnel costs (all funds except grants). MIHS does not budget personnel savings, or any type of turnover savings. The MIHS utilizes a different financial and personnel resources system than the County for tracking data. Thus, net actual personnel savings for MIHS, and Countywide, is inflated.

## MARICOPA HEALTH SYSTEM

### Maricopa Health System Gross Actual Personnel Savings FY 1998 - FY 2000



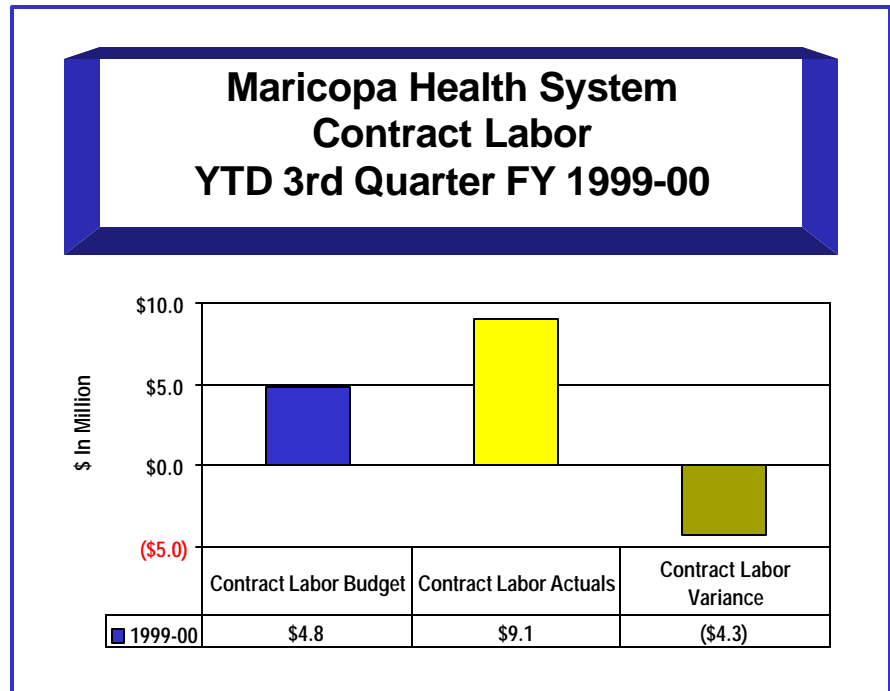
Actual personnel savings have dropped substantially during the 3<sup>rd</sup> quarter of FY 1999-00, as shown on the chart at left.

Gross personnel savings are directly affected by the continued expansion of the local economy, which causes shortages in skilled labor, thus affecting staffing and retention. This is particularly true in the health care arena, which is heavily weighted with technical staff.

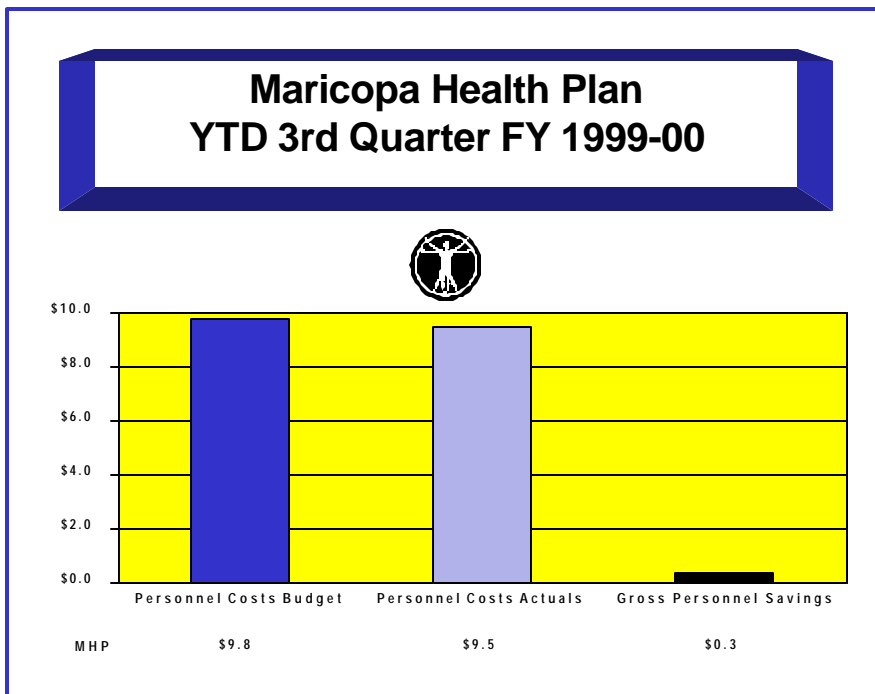
Compensation inequities continue to be addressed along with attrition issues. The 1<sup>st</sup> quarter FY 1999-00 increase in gross personnel savings is primarily due to *an extreme drop in attrition* from the 1<sup>st</sup> quarter of last fiscal year of 13.7%. 1<sup>st</sup> Quarter attrition dropped from 27.5% to 13.8%. This is primarily due to a reduction of 378 vacant positions combined with a continued flat rate in 1<sup>st</sup> quarter filled positions. The 2<sup>nd</sup> quarter showed a reduction in attrition of 1.5% from 13.8% to 12.2%. The 3<sup>rd</sup> quarter attrition *drops significantly* from 12.2% to 8.2%, a 4% decrease, mainly due to an increase in filled positions. MHS hired 57% more registered nurses than those separating, during the 3<sup>rd</sup> quarter.

Maricopa Health System YTD 3 <sup>rd</sup> Quarter FY 1999-00 Personnel Costs			
Salaries & Wages	Benefits	Total Personnel Costs	Benefit Rate
\$59.6 Million	\$9.6 Million	\$69.2 Million	16.1%

As demonstrated on the chart at right, actual contract labor year-to-date is \$4.3 million higher than budgeted. This contract labor variance, when added to the year-to-date negative personnel variance totals (\$4.8) million. With continued employee attraction and retention strategies, MHS will resolve it's issues regarding the use of contract labor. The MHS Human Resources Division continues its efforts to attract highly qualified, productive employees while continuing to reduce attrition.



## MARICOPA HEALTH PLAN



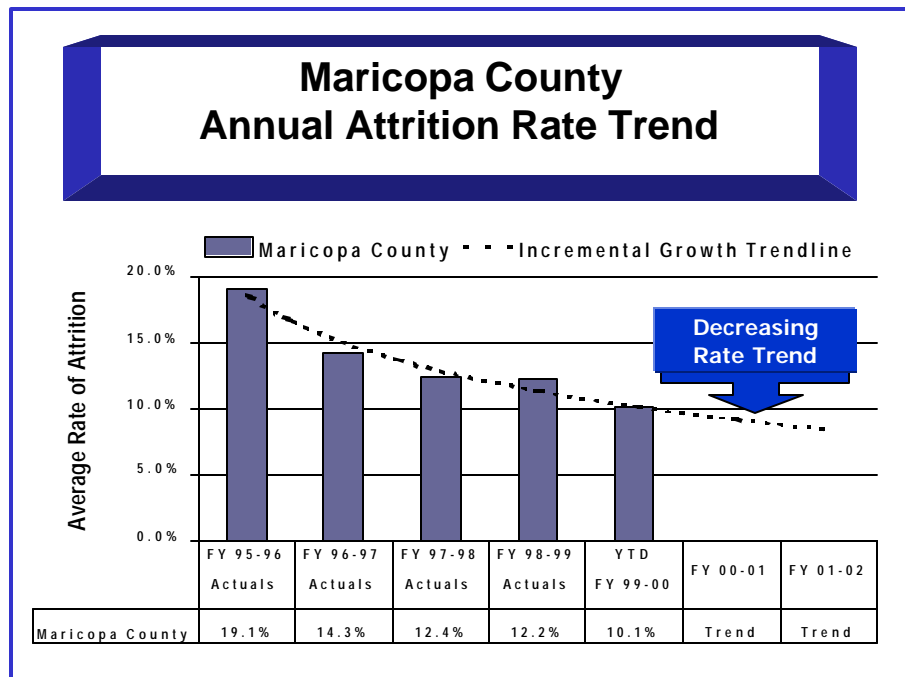
MHP's year-to-date 3<sup>rd</sup> quarter FY 1999-00 gross personnel savings total \$.3 million or 3.2% of actual personnel costs.

The favorable variance is due to Senior Select Plan (MSSP) marketing positions residing under MHP position control. MSSP is one of MHP's four health plans. The positions will be transferred with corresponding year-to-date costs during the 4<sup>th</sup> quarter of the current fiscal year.

# attrition

Maricopa County's rate of attrition, or turnover, as of March 31, 2000 was 9.70%, the lowest rate since the County began tracking this data in FY 1995-96. This compares favorably to the 3<sup>rd</sup> quarter of FY 1995-96 of 14.35%, FY 1996-97 of 13.92%, FY 1997-98 of 12.03% and 3<sup>rd</sup> quarter of FY 1998-99 of 12.70%. The 3<sup>rd</sup> quarter FY 1999-00 average attrition rate of 10.10% is 2.14 percentage points lower than last fiscal year's average rate of 12.24%.

Maricopa County's average annual attrition rate trend has declined by nearly 50% over the past five years. The incremental growth trendline, as provided on the chart at right, shows continuing decreases are anticipated.



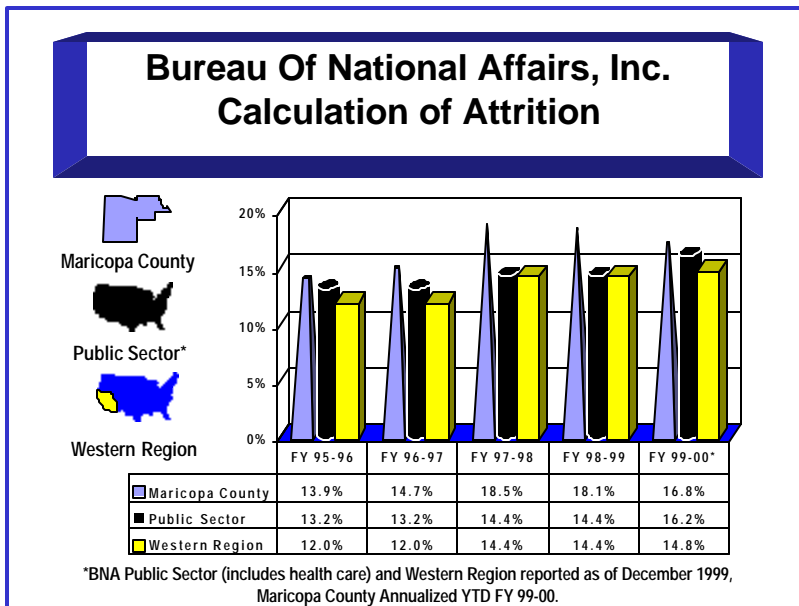
Fiscal year<sup>3</sup> information regarding attrition calculations is provided on the chart below. Maricopa County calculated attrition rates compare the number of vacant positions to total authorized positions<sup>4</sup>.

FISCAL YEAR	TOTAL AUTHORIZED POSITIONS	NUMBER OF NEWLY CREATED POSITIONS	NUMBER OF POSITIONS FILLED	NUMBER OF POSITIONS VACANT	NUMBER OF SEPARATIONS
3 <sup>rd</sup> QTR FY 1999-00	14,347	548	12,953	1,394	1,788
FY 1998-99	13,813	723	12,405	1,542	2,235
FY 1997-98	13,264	92	11,682	1,573	2,166
FY 1996-97	13,673	202	11,590	1,849	1,974
FY 1995-96	13,590	Not Available	11,388	1,777	1,821

<sup>3</sup> Except the current fiscal year information represents the 3<sup>rd</sup> quarter FY 1999-00 information.

<sup>4</sup> Total authorized positions represent the total positions authorized through the budget process.

Another methodology used in calculating attrition that Maricopa County reports is referred to as the Bureau of National Affairs, Inc. (BNA) formula. This formula differs from Maricopa County's calculation in that BNA compares the number of separations to the average number of regular positions filled and annualized versus comparing authorized positions to vacant positions.



According to the BNA, Inc., March 9, 2000, *Bulletin To Management*, effective December 31, 1999, employee turnover climbed to its highest levels in almost two decades.

The chart at left provides the results of applying the Bureau of National Affairs, Inc., (BNA) attrition formula to Maricopa County in comparison to the BNA provided attrition rates for the public sector and western region of the United States.

According to BNA, employee turnover increases are due to a burgeoning job market. Combining the public sector and western region BNA attrition rates result in an average 15.5% turnover. This rate closes the gap between Maricopa County by 1.3 percentage points.

MARICOPA COUNTY ATTRITION CALCULATIONS					
	FY 95-96	FY 96-97	FY 97-98	FY 98-99	YTD 3 <sup>rd</sup> Qtr FY 99-00
BNA Calculation	13.9%	14.7%	18.5%	18.1%	16.8%
Maricopa County Calculation	19.1%	14.3%	12.4%	12.2%	10.1%

The table above provides Maricopa County's annual rates of attrition utilizing both the BNA formula and the Maricopa County formula. Maricopa County's BNA annualized turnover as of December 31, 1999 of 16.8% represents a 1.3% reduction from last fiscal year. The County's formula puts December 31, 1999 attrition at 10.1%, a 2.1% reduction in attrition from last fiscal year. These decreasing rates of attrition are attributed to increases in the number of positions actively recruited combined with reductions in vacant positions, reductions in the number of employee separations, and the Countywide efforts to recruit and retain productive employees.

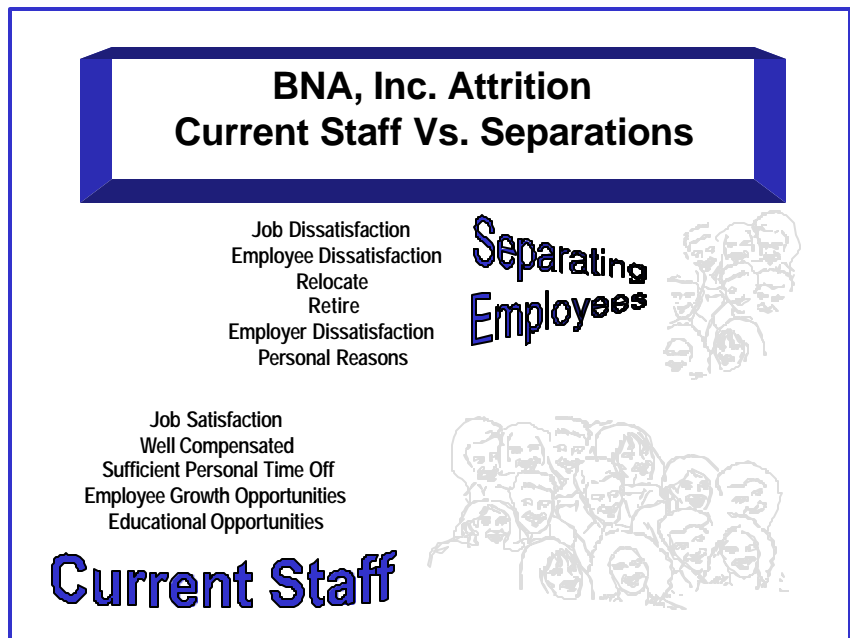
The chart on the following page compares Maricopa County's attrition rates by department utilizing both the BNA formula and the Maricopa County formula.

## Maricopa County Attrition, County Formula Vs. BNA, Inc. Formula

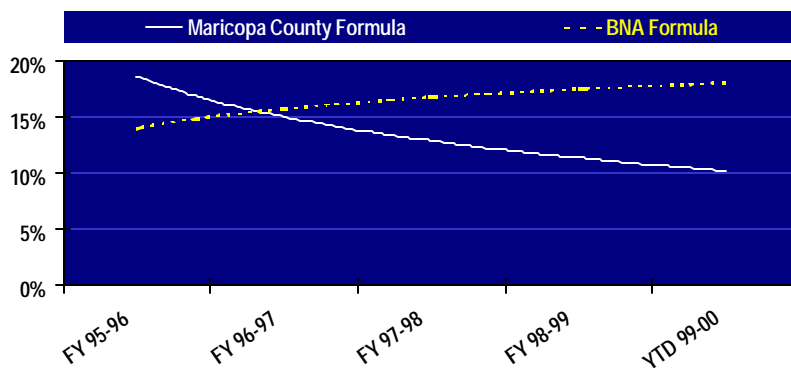
AGENCY NAME	3RD QTR COUNTY ATTRITION	3RD QTR ANNUALIZED BNA ATTRITION
BOARD OF SUPERVISORS DISTRICT 1	0.00%	0.0%
BOARD OF SUPERVISORS DISTRICT 2	0.00%	266.7%
BOARD OF SUPERVISORS DISTRICT 3	0.00%	0.0%
BOARD OF SUPERVISORS DISTRICT 4	0.00%	0.0%
BOARD OF SUPERVISORS DISTRICT 5	25.00%	133.3%
BOARD OF SUPERVISORS CLERK	0.00%	0.0%
ADULT PROBATION	5.44%	8.3%
ASSESSOR	7.03%	13.2%
COUNTY CALL CENTER	18.75%	46.2%
EMERGENCY MANAGEMENT	0.00%	0.0%
CLERK OF SUPERIOR COURT	9.80%	22.1%
COMMUNITY DEVELOPMENT	0.00%	0.0%
DEPARTMENT OF FINANCE	19.05%	11.8%
COUNTY ATTORNEY	8.71%	12.9%
COUNTY ADMINISTRATION OFFICE	23.53%	92.3%
ELECTIONS	7.41%	16.0%
HUMAN SERVICES	9.06%	13.8%
INTERNAL AUDIT	6.67%	28.6%
JUSTICE COURTS	7.37%	15.2%
CONSTABLES	0.00%	13.8%
CORRECTIONAL HEALTH	21.92%	23.4%
JUVENILE COURT	5.18%	10.9%
MEDICAL ELIGIBILITY	24.58%	40.5%
MEDICAL EXAMINER	9.43%	25.0%
RECREATION SERVICES	9.88%	11.0%
HUMAN RESOURCES	7.25%	0.0%
INDIGENT REPRESENTATION	10.56%	13.0%
PUBLIC FIDUCIARY	9.09%	13.3%
PLANNING & TRAINING	10.00%	0.0%
RECORDER	8.57%	25.0%
SUPERINTENDENT OF SCHOOLS	3.57%	0.0%
SUPERIOR COURT	9.87%	16.7%
OFFICE OF THE CIO	13.64%	28.1%
TREASURER	14.06%	0.0%
PLANNING & INFRASTRUCTURE	10.98%	38.4%
RESEARCH & REPORTING	14.29%	0.0%
MANAGEMENT & BUDGET	9.09%	0.0%
SHERIFF	11.08%	9.1%
MARICOPA HEALTH PLAN - ALTCS	4.12%	18.3%
TRANSPORTATION	9.75%	13.0%
LIBRARY DISTRICT	27.38%	19.7%
HOUSING	20.31%	23.5%
SOLID WASTE GENERAL	16.67%	40.0%
FLOOD CONTROL DISTRICT	6.28%	5.7%
FACILITIES MANAGEMENT	8.42%	16.1%
MATERIALS MANAGEMENT	0.00%	10.5%
EQUIPMENT SERVICES	0.00%	13.3%
RISK MANAGEMENT	5.26%	0.0%
TELECOMMUNICATIONS	4.76%	10.0%
STADIUM DISTRICT MLB	0.00%	0.0%
ANIMAL CONTROL SERVICES	15.54%	44.8%
PUBLIC HEALTH	14.40%	21.8%
ENVIRONMENTAL SERVICES	8.33%	9.5%
MARICOPA HEALTH SYSTEM	8.17%	25.4%
TOTALS	9.71%	16.1%

The BNA attrition calculation provides a more in-depth understanding of actual separating employees as compared to current staffing. As shown on the chart at right, Maricopa County current staffs remain due to job satisfaction. Separating employees are either dissatisfied with their current employment situation, choosing to leave due to unrelated employment reasons or are leaving due to involuntary reasons. Involuntary reasons remain predominantly employer dissatisfaction, or County initiated.

Additional information regarding separating employees may be found in the separations section of this document.



### Attrition Maricopa County Calculated Trend Vs. BNA Calculated Trend



The chart at left trends the Maricopa County attrition formula over time as compared to the BNA calculated attrition formula for the same period. Separations, the number of filled positions and total positions authorized have all increased. Vacant positions have decreased over the same period. The gap between vacant and filled positions has decreased, which indicates that more positions are being filled, whether the vacancies resulted from separations or newly created positions.

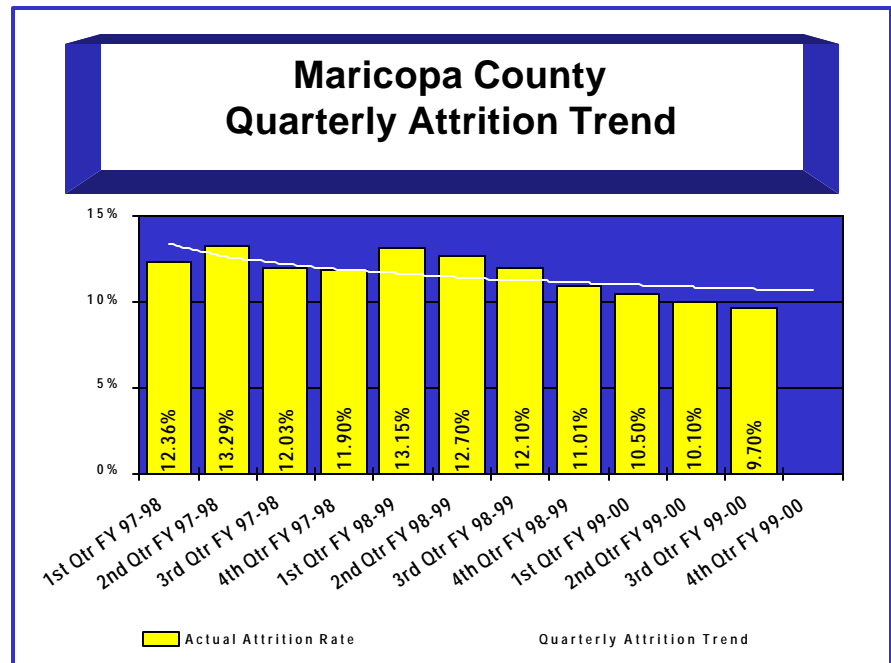
3<sup>RD</sup> QUARTER FY 1999-00 DATA AFFECTING ATTRITION BY DEPARTMENT

AGENCY NAME	AS OF 3/31/00 POSITIONS AUTHORIZED	AS OF 3/31/00 POSITIONS FILLED	AS OF 3/31/00 POSITIONS VACANT	3RD QTR POSITIONS FILLED	3RD QTR POSITIONS SEPARATED	3RD QTR POSITIONS REQUISITIONED
BOARD OF SUPERVISORS DISTRICT 1	4	4	-	-	-	-
BOARD OF SUPERVISORS DISTRICT 2	3	3	-	1	2	1
BOARD OF SUPERVISORS DISTRICT 3	4	4	-	1	-	-
BOARD OF SUPERVISORS DISTRICT 4	3	3	-	-	-	-
BOARD OF SUPERVISORS DISTRICT 5	4	3	1	-	1	-
BOARD OF SUPERVISORS CLERK	7	7	-	-	-	-
ADULT PROBATION	1,122	1,061	61	72	22	59
ASSESSOR	327	304	23	20	10	33
COUNTY CALL CENTER	32	26	6	3	3	7
EMERGENCY MANAGEMENT	14	14	-	-	-	-
CLERK OF SUPERIOR COURT	602	543	59	65	30	102
DEPARTMENT OF FINANCE	42	34	8	2	1	5
COUNTY ATTORNEY	884	807	77	67	26	106
COUNTY ADMINISTRATION OFFICE	17	13	4	4	3	3
ELECTIONS	54	50	4	1	2	2
HUMAN SERVICES	287	261	26	17	9	25
INTERNAL AUDIT	15	14	1	1	1	1
JUSTICE COURTS	285	264	21	18	10	20
CONSTABLES	29	29	-	1	1	1
CORRECTIONAL HEALTH	219	171	48	13	10	34
JUVENILE COURT	772	732	40	65	20	36
MEDICAL ELIGIBILITY	301	227	74	13	23	78
MEDICAL EXAMINER	53	48	5	5	3	4
RECREATION SERVICES	81	73	8	5	2	4
HUMAN RESOURCES	69	64	5	-	-	9
INDIGENT REPRESENTATION	483	432	51	35	14	61
PUBLIC FIDUCIARY	33	30	3	1	1	2
PLANNING & TRAINING	10	9	1	2	-	4
RECORDER	70	64	6	8	4	8
SUPERINTENDENT OF SCHOOLS	28	27	1	-	-	-
SUPERIOR COURT	902	813	89	67	34	111
CRIMINAL JUSTICE FACILITIES	4	4	-	1	-	1
OFFICE OF THE CIO	66	57	9	5	4	6
TREASURER	64	55	9	3	-	2
PLANNING & INFRASTRUCTURE	82	73	9	15	7	21
JUDICIAL MANDATES	33	29	4	1	1	1
RESEARCH & REPORTING	7	6	1	1	-	4
MANAGEMENT & BUDGET	22	20	2	3	-	2
SHERIFF	2,463	2,190	273	115	50	366
MARICOPA HEALTH PLAN - ALTCS	364	349	15	46	16	46
TRANSPORTATION	513	463	50	25	15	34
LIBRARY DISTRICT	168	122	46	3	6	20
HOUSING	64	51	13	1	3	3
SOLID WASTE GENERAL	12	10	2	1	1	1
FLOOD CONTROL DISTRICT	223	209	14	8	3	17
FACILITIES MANAGEMENT	190	174	16	17	7	24
MATERIALS MANAGEMENT	38	38	-	2	1	1
EQUIPMENT SERVICES	60	60	-	4	2	4
RISK MANAGEMENT	19	18	1	2	-	1
TELECOMMUNICATIONS	42	40	2	1	1	-
STADIUM DISTRICT MLB	3	3	-	1	-	-
ANIMAL CONTROL SERVICES	148	125	23	16	14	25
PUBLIC HEALTH	493	422	71	32	23	37
ENVIRONMENTAL SERVICES	276	253	23	23	6	11
MARICOPA HEALTH SYSTEM	2,229	2,047	182	252	130	252
TOTALS	14,357	12,963	1,394	1,065	522	1,596

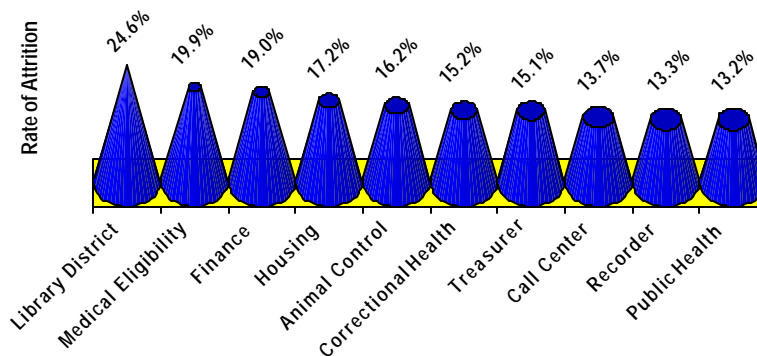
The *components* that make up an attrition formula may be valuable to management as a tool to determine the rate at which employees separate or the rate at which positions are vacated<sup>5</sup>. It is important to note that when trending attrition, the important factor is to remain consistent with whatever formula is used. Data will be skewed when the formula for determining a trend changes in mid-stream.

The 3<sup>d</sup> quarter FY 1999-00 attrition rate of 9.70% is the lowest quarterly attrition rate reached.

The chart at right demonstrates Maricopa County's commitment to satisfied employees. The decreasing trend in attrition attests to the County's ongoing efforts to measure and improve employee satisfaction and value.



### Maricopa County Calculated Attrition Average YTD 3rd Quarter FY 1999-00

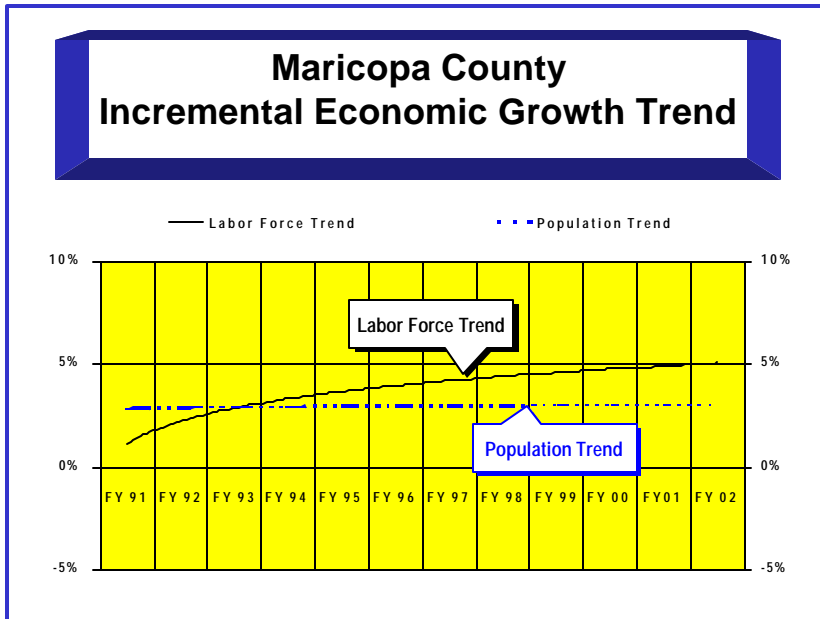


Departments with more than 25 employees, showing the highest rates of attrition over the 3<sup>rd</sup> quarter average year-to-date attrition of 10.1% are shown on the chart at left. Issues are being addressed to reduce the relatively high turnover in these departments.

<sup>5</sup> The use of vacated in this instance refers to comparing vacant positions to total authorized positions. This is the Maricopa County attrition rate formula.



Attrition is an indication of how well employers hold on to their employees, which equates to employee satisfaction. Maricopa County continues to examine employee issues in order to continue to stem the tide of attrition. The chart on the previous page provides information to assist departments in analyzing turnover.



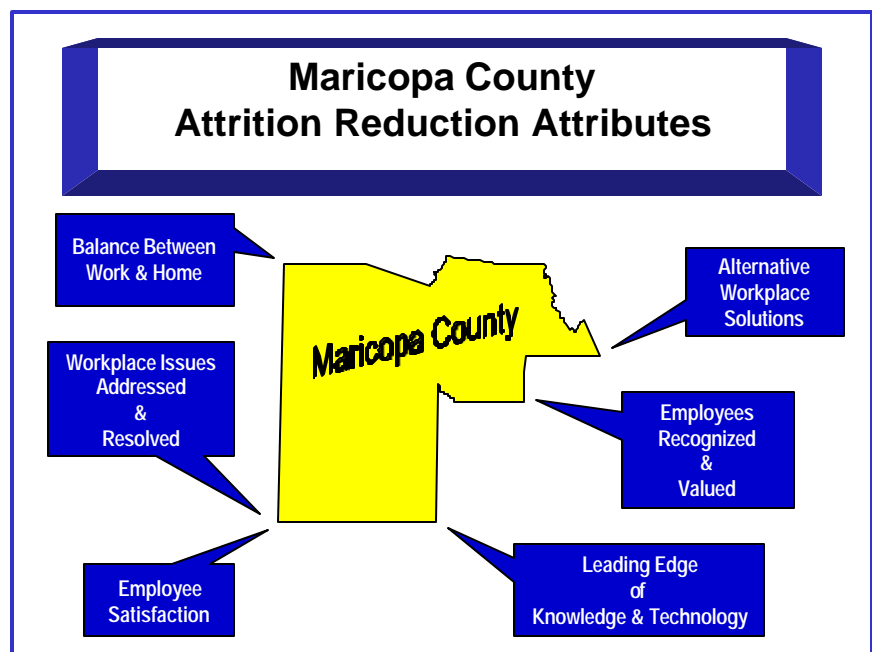
Maricopa County's incremental population growth has sustained an approximate 3.5% annual expansion versus its labor force growth, which continues to spiral upward. These expansions over the past ten years have adversely affected attrition through the creation of a highly competitive job market. The chart at left bears this out. High employment growth combined with low unemployment drives up the cost of labor, creating labor shortages. By placing a high value on its employees,

Maricopa County has anted up the stakes in order to attract high-caliber employees while reducing the rate of attrition.

The financial and personnel resources of the County are impacted when labor demands exceed supply. Resourceful recruitment strategies combined with creative employee oriented compensation, benefit and rewards programs, and job satisfaction assist to curb the tide of employee attrition.

Maricopa County provides opportunities for continuing professional education in order to provide the ability for employees to be on the

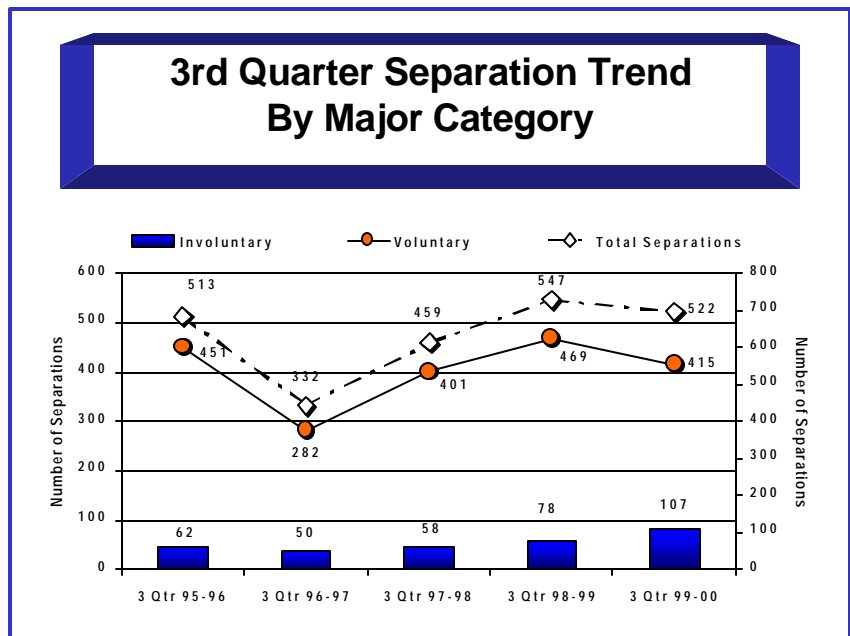
leading edge of knowledge and technology. Ensuring that employees are recognized, valued and enjoy their work adds to their satisfaction. Maricopa County is providing alternative solutions to workplace issues, which is evidenced through the steady reduction in attrition.



# separations

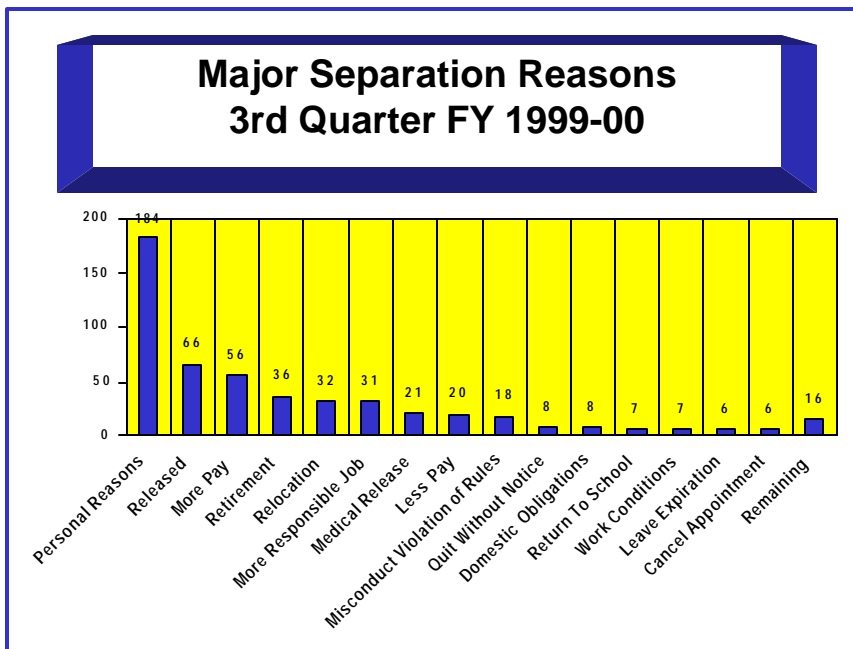
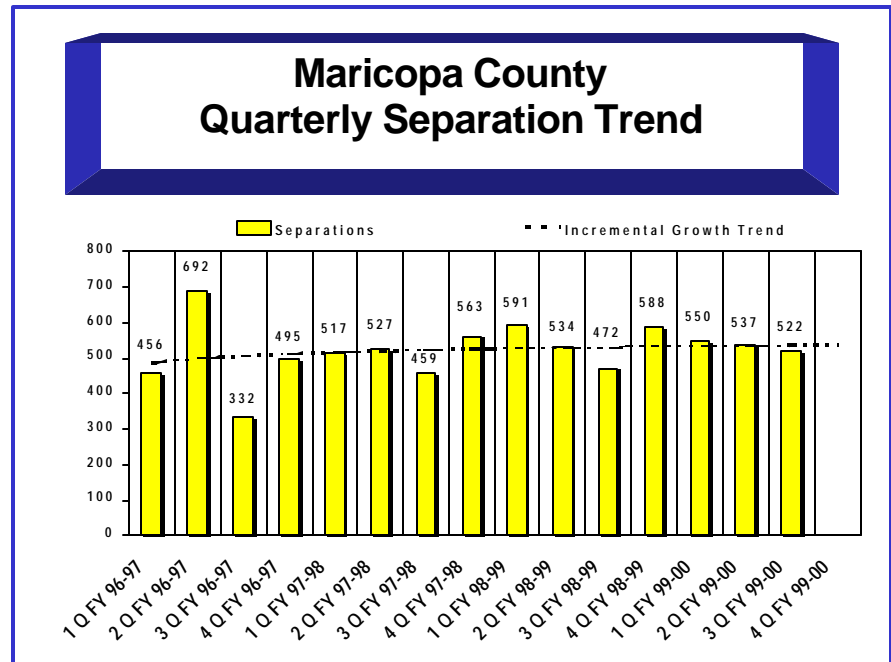
3<sup>rd</sup> quarter FY 1999-00 separations total 522 and include 415 voluntary separations, or 81% and 107 involuntary separations or 19%. Separations encompass all employees leaving the Maricopa County workforce. Information furnished by separating employees provides management with the tools necessary to assess and resolve outstanding employee issues. The data solicited from separating employees is a critical factor in achieving enhanced employee value while improving the work environment, quality of work generated and customer satisfaction.

Separations are classified as either voluntary or involuntary. Voluntary separations are the key indicator of employee satisfaction. 3<sup>rd</sup> quarter comparisons covering the last five years are provided on the chart at right.



Separations play a major role in identifying employee needs. By examining separation reasons, management is in a better position to address these issues, increase employee satisfaction and stem the tide of employees leaving the County voluntarily. Separations may also impose significant financial and operational impacts to County departments. Examples include lost productivity, increased recruitment activity, additional training time and cost, reductions in the level of customer service, and reduced employee morale due to additional demands placed upon existing employees that assume extra workloads. Emphasis is placed upon voluntary separations due to the substantial impact on attrition, employee morale, and customer service. Also, the higher the voluntary separation rates the higher the financial and operational impact to County departments.

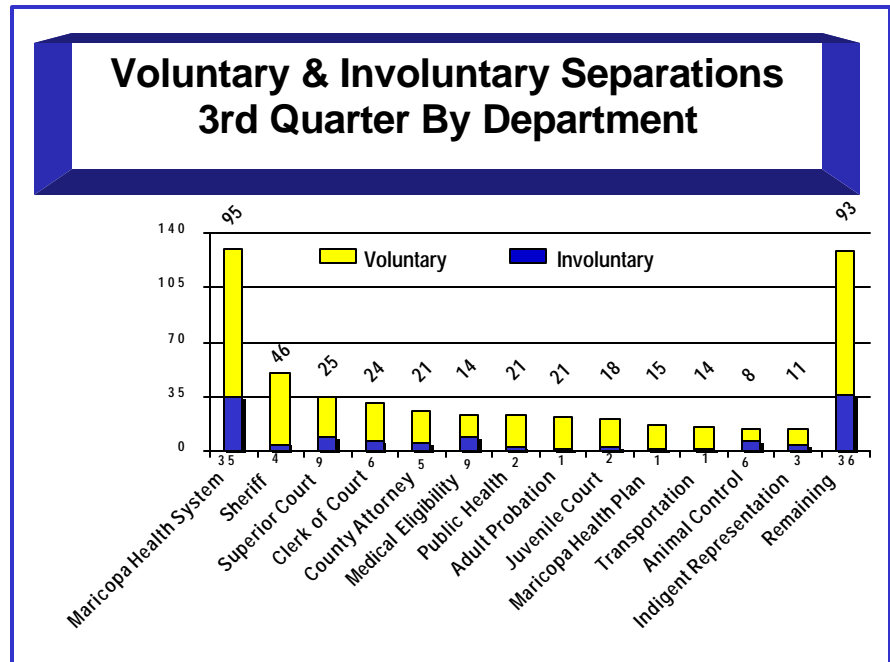
The chart at right shows quarterly separations including an incremental growth trendline. Economic expansion continues to increase competition in the local labor market, which tends to negatively affect the County's ability to retain employees.



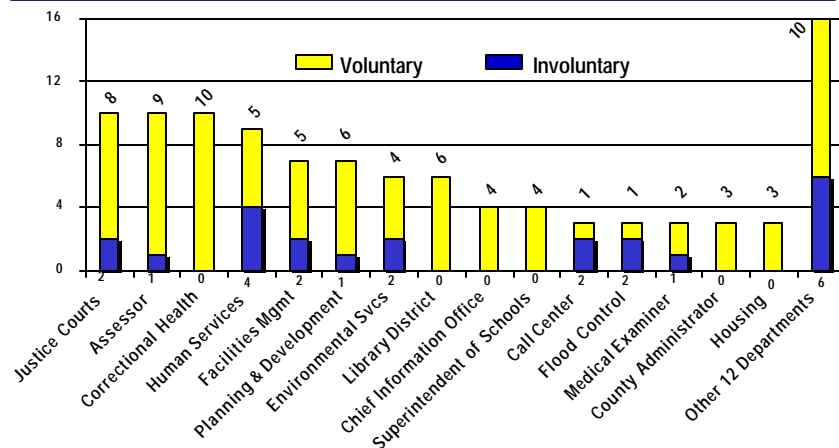
3<sup>rd</sup> quarter separations total 522. As shown on the chart at left, personal reasons dominate the field at 184 separations. Personal reasons continue to remain a critical issue regarding separations. This catchall area does not allow management an understanding of the separation issues that exist. Hence, 35% of all separations go unclassified. Over time, this issue is expected to lessen due to the Exit Interview program results.

The released category is a crucial issue. Employees released refer to involuntary leave while on initial probation or involuntary leave from unclassified status. This area is most affected through the hiring process. Hiring issues, which are described in more detail under the recruitment strategies section of this document, combined with performance issues, poor job matches or changes in administration often lead to employees being released. The next two major controllable areas include employee separations due to receiving higher pay elsewhere and for more responsible jobs. Both of these areas are being addressed through market equity pay and career growth and employee value emphasis. The remaining separations are self-evident.

The chart at right provides the major voluntary and involuntary separations for the 3<sup>rd</sup> quarter FY 1999-00 by department.



### Voluntary & Involuntary Separations Remaining 3rd Quarter Departments



The remaining 3<sup>rd</sup> quarter departments with the largest number of voluntary and involuntary separations are provided on the chart at left.

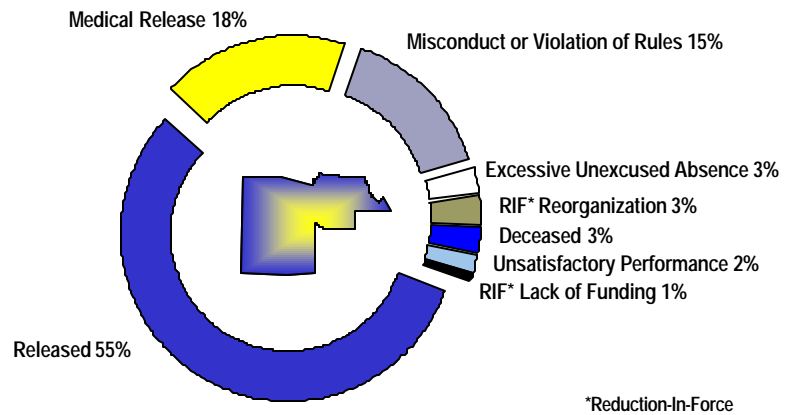
### INVOLUNTARY SEPARATIONS

	FY 95-96	FY 96-97	FY 97-98	FY 98-99	FY 99-00
3 <sup>rd</sup> Quarter	62	50	58	78	107

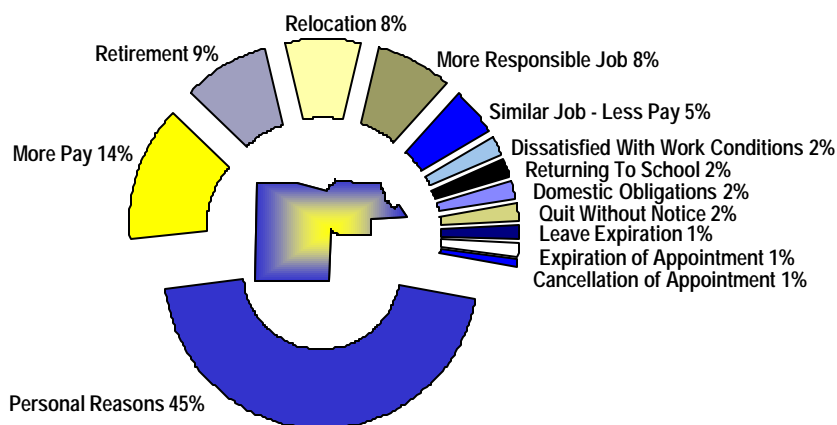
3<sup>rd</sup> quarter involuntary separations over the past 5 years are provided on the chart above. Involuntary separations have increased steadily during the 3<sup>rd</sup> quarter for the past 4 years. Over 50% of these separations are due to employees being released.

Maricopa County 3<sup>rd</sup> quarter FY 1999-00 involuntary separations by category are shown on the chart at right. One particular category has potential for improvement, the released category. Improvements in recruiting, hiring and training practices may reduce the number employees released.

### Maricopa County 3rd Quarter Involuntary Separations



### Maricopa County 3rd Quarter Voluntary Separations

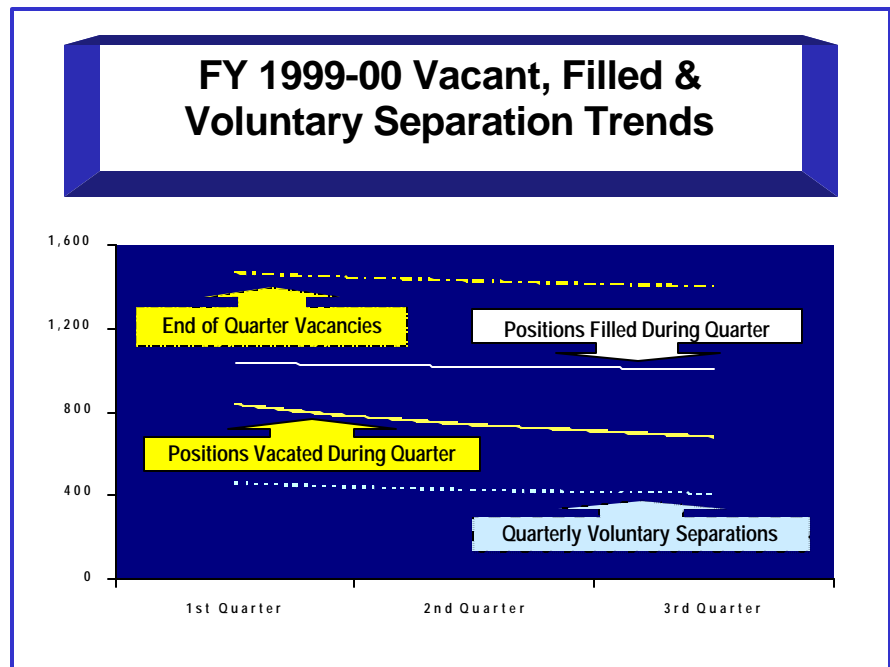


Voluntary separation reasons for the 3<sup>rd</sup> quarter of FY 1999-00 are provided at left. 415 voluntary separations dominate both voluntary and involuntary separation reasons. As mentioned previously, the County Exit Interview program is designed, in part, to fill the gap in the personal reasons category.

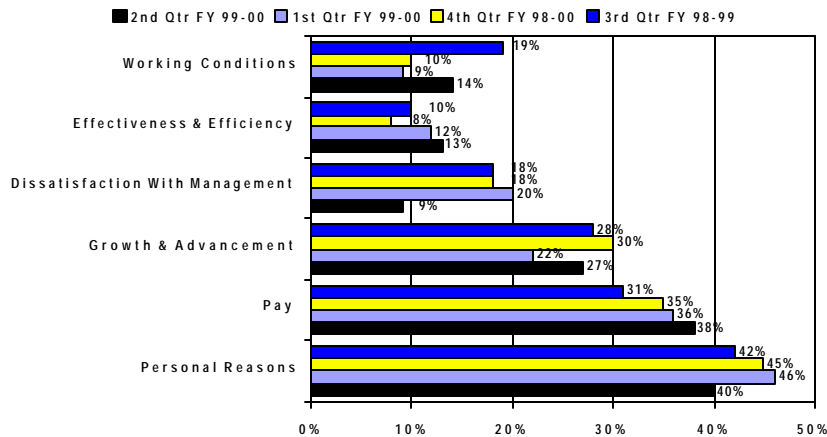
Next to personal reasons, the largest group of controllable separations include: 14% of voluntary separations leave for more pay, 8% for more responsible jobs, and 5% for similar jobs at less pay. These indicators suggest market equity issues and other local competitive market issues remain outstanding, which the County is currently addressing.

The chart at right demonstrates the positive results of Countywide efforts to retain quality employees over the 1<sup>st</sup> three quarters of FY 1999-00. The end of quarter vacancies, positions vacated and voluntary separations are moving downward, while positions filled remain flat.

The County is reducing the gap between filled and vacant positions by reducing vacancies through lower voluntary separations.



### Maricopa County Exit Interviews Major Voluntary Separation Reasons



Exit interviews are performed after an employee has separated. Thus, exit interview information lags behind one month.

Major voluntary separations reasons garnered through exit interviews covering the 2<sup>nd</sup> quarter of FY 1998-99 through the 2<sup>nd</sup> quarter of FY 1999-00 are provided at left. The personal reason category remains an issue for the County. A rising trend appears to be emerging where employees leave for more pay. This issue

continues to be addressed through marketplace parity and performance incentives. Employee growth and advancement opportunities, as well as dissatisfaction with management and working conditions are other workplace issues that employee satisfaction surveys address.

Reducing separation rates involves continued examination of employee satisfaction. This may be accomplished by improving employee performance, continuing to provide extensive training programs, and employee recognition and other incentives, not just pay incentives. These are just a few of the personal improvement processes underway at Maricopa County that are aimed at reducing employee separations.

# ► recruitment strategies

Maricopa County continues to expand its recruitment efforts in order to meet the challenges inherent in this tight job market. The County remains steadfast in its resolve to ensure competitive and equitable compensation along with personal and career growth opportunities for all of its employees. The strategies have resulted in the recruitment actions and results as described on the chart at right.

Maricopa County's recruitment strategies call for attracting talented, diversified and proactive employees while increasing personal and corporate value. Competitive recruitment calls for quick action and turnaround of creative marketing ideas, adjusting the hiring process to meet internal and external challenges, and the ability to review and ensure equitable compensation. The high personal value placed on County employees' assists in sustaining the ability to respond to an ever-changing work environment.

## Maricopa County YTD 3rd Quarter\* Recruitment Actions & Results

Completed Over 11,000 Requests  
For Salary Advancements.

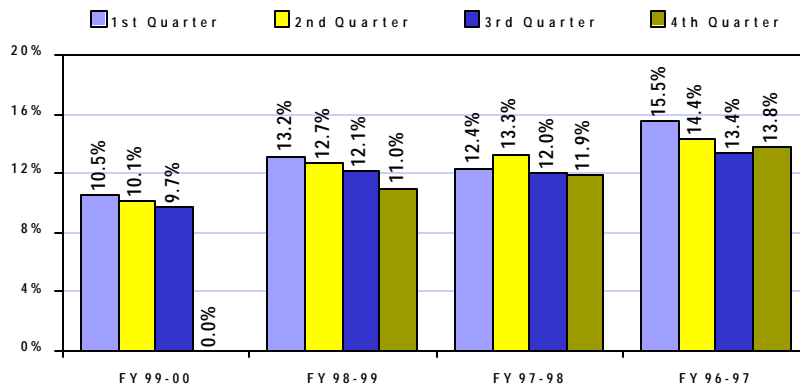
Processed Over 4,290 Requests  
To Fill Positions.

Processed Over 25,900  
Employment Applications.

Referred Over 18,000 Candidates To  
Meet Department Staffing Needs.

\*Excluding the Maricopa Integrated Health System.

## Maricopa County Quarterly Attrition Rate

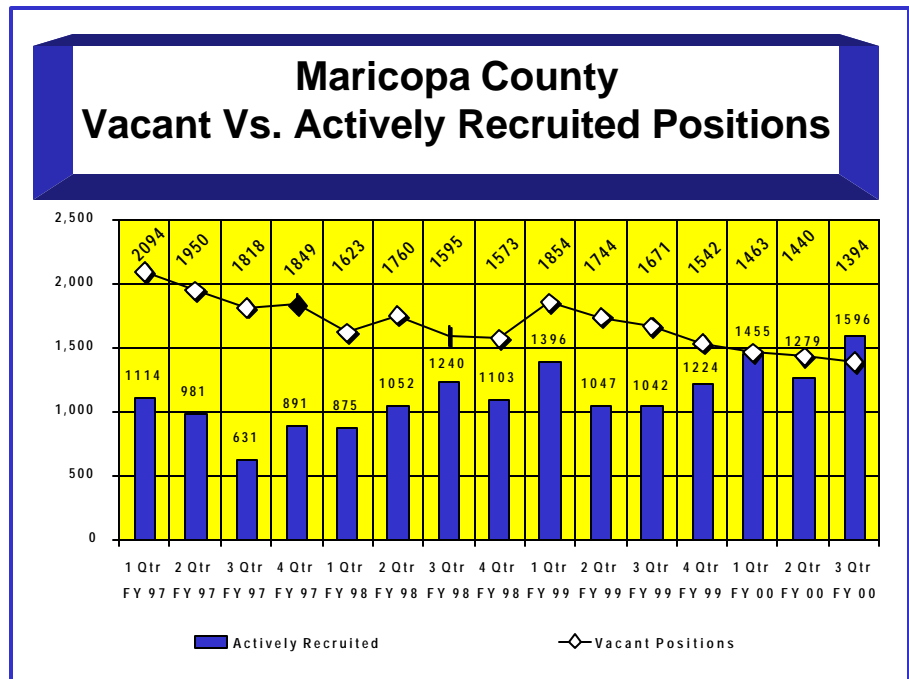


Maricopa County's attrition reduction over the past several years may be an indication of improved recruitment and hiring practices, as demonstrated at left.

A direct relationship appears to exist between that of vacant and actively recruited positions. The increase in actively recruited positions coincides with the decrease in vacant positions. This supports the premise that increasing recruitment activity increases the likelihood of those positions being filled. There are however exceptions, such as shortages of skilled workers in the local marketplace, non-competitive salary issues, budgetary implications and timing issues, etc.

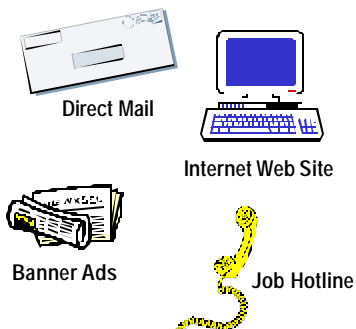
The chart at right compares vacant positions to those actively recruited quarterly for the last four fiscal years.

As of March 31, 2000, 1,394 positions remained vacant, while 1,596 positions were actively recruited throughout the quarter. The average annual percent of vacant positions actively recruited has increased from 45.7% in FY 97 to 52.2% in FY 98, and from 52.2% in FY 98 to 68.2% in FY 99, and from 68.2% in FY 99 to 114.5% in FY 00.

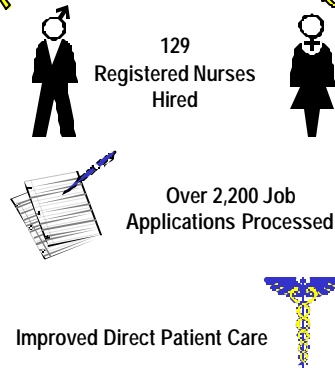


### Maricopa Integrated Health System Recruitment Actions & Results

#### Marketing Actions



#### Recruitment Results



The Maricopa Integrated Health System (MIHS) recruitment actions and results year-to-date 3<sup>rd</sup> quarter FY 1999-00 positively reflect their efforts at improving recruitment activities. MIHS efforts seem to be offsetting the intensely competitive job market as demonstrated on the chart at left.

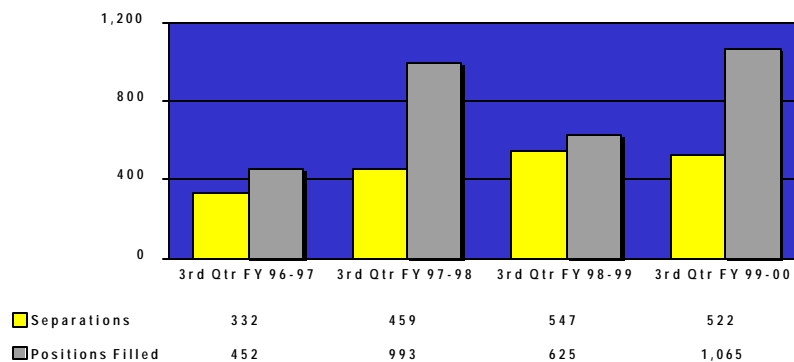


Recruitment success may also be reflected in the number of positions requisitioned versus requisitions filled. The table below provides this information by showing the percent of requisitions submitted and filled during the 3<sup>rd</sup> quarter of FY 1999-00.

AGENCY NAME	3 <sup>RD</sup> QUARTER FY 1999-00 PERCENT OF REQUISITIONS FILLED
BOARD OF SUPERVISORS DISTRICT 2	100.0%
ADULT PROBATION	62.7%
ASSESSOR	15.2%
CLERK OF SUPERIOR COURT	45.1%
DEPARTMENT OF FINANCE	40.0%
COUNTY ATTORNEY	26.4%
COUNTY ADMINISTRATION OFFICE	100.0%
ELECTIONS	100.0%
HUMAN SERVICES	16.0%
JUSTICE COURTS	10.0%
CONSTABLES	100.0%
CORRECTIONAL HEALTH	2.9%
JUVENILE COURT	66.7%
MEDICAL ELIGIBILITY	6.4%
MEDICAL EXAMINER	100.0%
HUMAN RESOURCES	22.2%
INDIGENT REPRESENTATION	19.7%
PUBLIC FIDUCIARY	50.0%
PLANNING & TRAINING	50.0%
RECORDER	75.0%
SUPERIOR COURT	34.2%
CRIMINAL JUSTICE FACILITIES	100.0%
OFFICE OF THE CIO	33.3%
TREASURER	100.0%
PLANNING & INFRASTRUCTURE	57.1%
MANAGEMENT & BUDGET	100.0%
SHERIFF	36.1%
MARICOPA HEALTH PLAN - ALTCS	63.0%
TRANSPORTATION	23.5%
LIBRARY DISTRICT	20.0%
FLOOD CONTROL DISTRICT	11.8%
FACILITIES MANAGEMENT	8.3%
MATERIALS MANAGEMENT	100.0%
EQUIPMENT SERVICES	75.0%
RISK MANAGEMENT	100.0%
ANIMAL CONTROL SERVICES	56.0%
PUBLIC HEALTH	24.3%
ENVIRONMENTAL SERVICES	18.2%
MARICOPA HEALTH SYSTEM	57.1%

Comparing the number of separations to the number of positions that are filled may be an indication of employee satisfaction, increased economic growth, a shortage of personnel qualified to fill the vacant positions, or a lack of hiring activities or skills.

### Maricopa County Separations Vs. Positions Filled



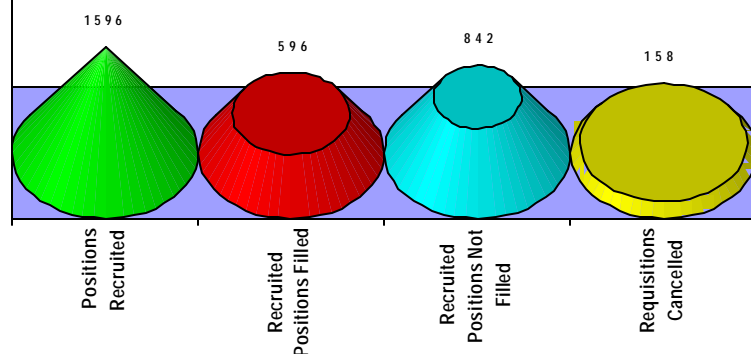
The 3<sup>rd</sup> quarter separations vs. positions filled, as shown on the chart at left, indicate that more positions are filled than the number of employees leaving Maricopa County since the 3<sup>rd</sup> quarter of FY 1996-97. There were 36.2% more positions filled than separations during the 3<sup>rd</sup> quarter of FY 1996-97, 116.4% more positions filled than separations during the 3<sup>rd</sup> quarter of FY 1997-98, 14.3% more positions filled than separations during the 3<sup>rd</sup> quarter of FY 1998-99 and 104.8% more positions

filled than separations during the 3<sup>rd</sup> quarter of FY 1999-00. Comparing these statistics numerically, filled positions have increased by 613 while separations have increased by 190 over the 3<sup>rd</sup> quarter of the past 4 years. That is an 3:2 ratio of regular employees to the number of employee separations.

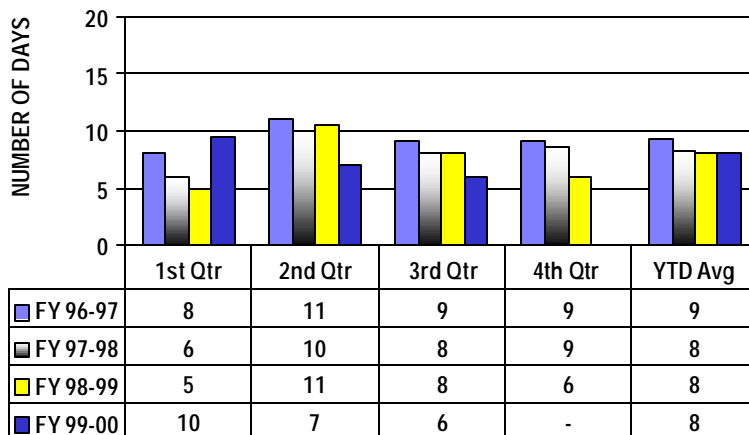
The chart at right indicates Maricopa County's 3<sup>rd</sup> quarter recruitment results. 37.4% of all positions recruited, i.e., personnel requisitions received, were filled, 52.7% of recruited positions were not filled and 9.9% of all requisitions submitted were cancelled.

The large percent of recruited positions not filled may be due to timing issues relating to receipt of personnel requisitions during the quarter.

### Maricopa County 3rd Quarter FY 1999-00 Recruitment Results



### Maricopa County Recruitment Certification



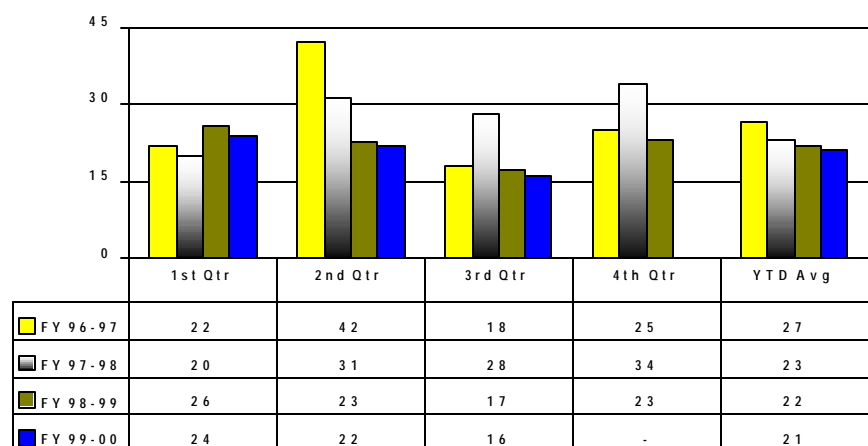
Another measure used to determine the success of recruitment processes for regular and unclassified positions is the number of days it takes to certify and fill vacant positions.

The chart at left provides recruitment process statistics for regular and unclassified positions. Certification refers to the process of providing the hiring authority with a list of eligible candidates. The average number of days to provide current certification

lists is seeing its first increase in four years. One possible cause for this increase is the major push towards market equity in departments Countywide. Changes required to analyze and implement the attributes of various positions and market pay ranges take time and have an impact on the number of days it takes to provide an eligible candidate listing.

Average days to fill vacant positions refer to the number of days from receipt of the personnel requisition to the effective date of appointment for the selected candidate. There is a decline in the average number of days to fill vacant positions as shown on the chart at right. This may be attributed to an increase in recruitment efforts, attractive compensation packages and creative employment solutions.

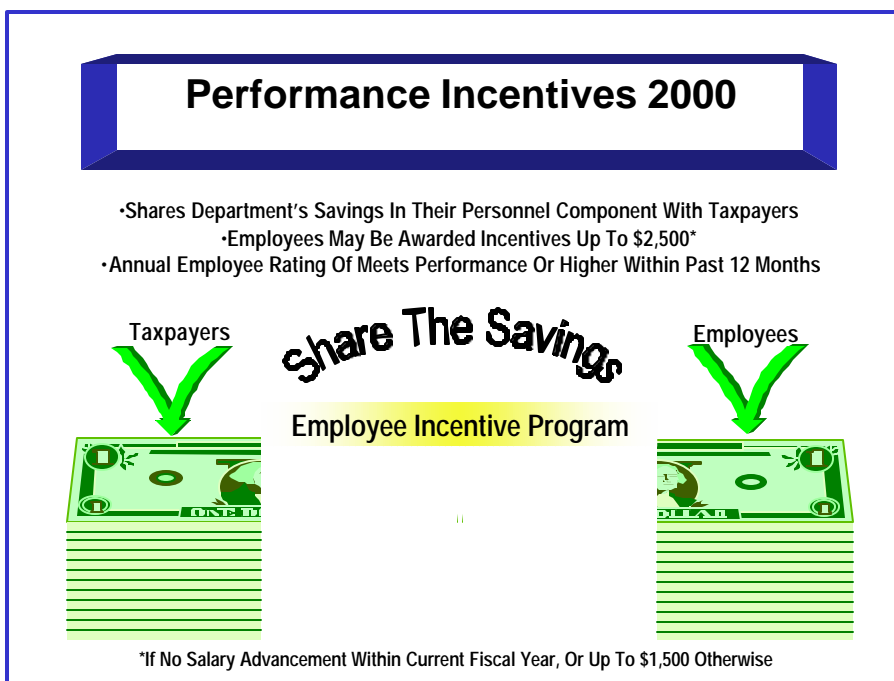
### Maricopa County Recruitment Average Days To Fill Vacant Positions



Maricopa County strives to be on the cutting edge of employment practices. By promoting a climate where employees are provided personal and career growth opportunities, and positioning itself in the marketplace, continued success may be achieved.

# ▶ innovations & competition

Maricopa County's continuing economic upswing requires competitive marketing strategies in order to attract and retain a quality workforce. Skilled labor is in short supply while labor demands increase with population and employment growth. A thorough examination of employee satisfaction and implementation of creative employee programs are required to meet the ever-changing needs of a diversified employee base. Competitive compensation, benefits and optional personal improvement opportunities give the County a competitive edge when it comes to attracting and retaining productive quality oriented employees.



The latest twist to a successful employee program is the Performance Incentives 2000 Program. This program features many of the well-liked provisions from previous years' incentives programs. This program encourages fiscal responsibility on the part of management, while sharing department personnel component savings with employees and taxpayers alike.

The table below provides the latest 12-month exit interview results for separating employees based upon years of employment.

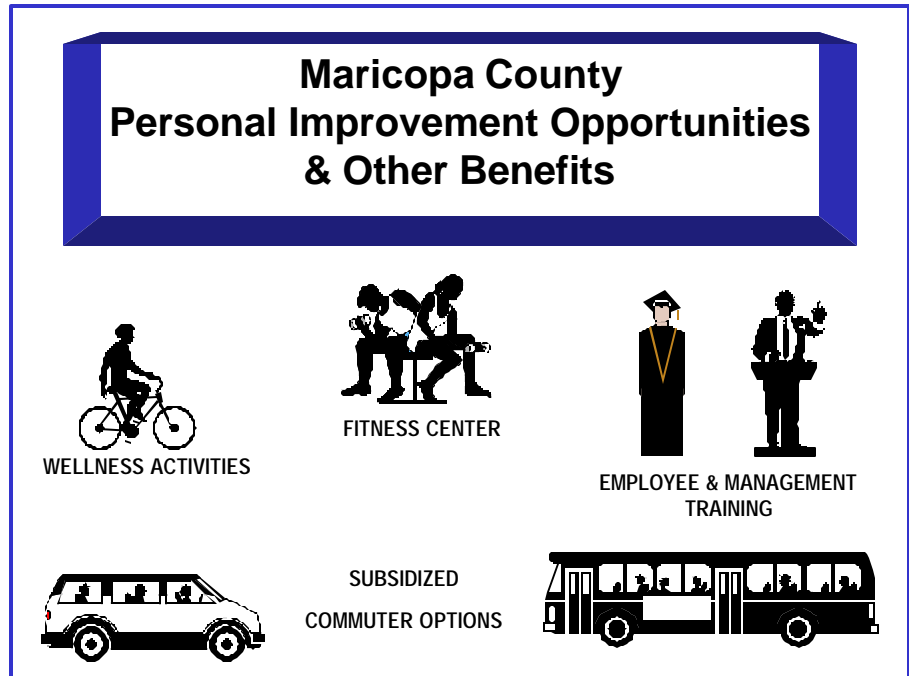
Exit Interview Results Based Upon Years Of Employment						
Voluntary Separation Information For 12 Months Ending September 30, 1999						
Less Than 1 Year <sup>6</sup>	1 Year	2 Years	3 Years	4 Years	5 to 9 Years	10 Years or More
37%	18%	15%	6%	4%	11%	9%

Reviewing years of service in relationship to voluntary separations may provide crucial information to management regarding hiring issues and practices.

<sup>6</sup> The greatest percent of *voluntary separations* occur within the first year of employment, according to the exit interview information provided by the Maricopa County Research & Reporting Department.

Maricopa County provides many competitive benefits and personal improvement opportunities in an effort to attract and retain highly valued employees. The chart at right provides a glimpse of these benefits.

The County's reduction in turnover and rise in employee satisfaction are accomplished through programs such as market parity, employee and management training, recognition awards and incentives, etc.



Maricopa County continues to remain competitive and innovative through the use of creative recruitment and diversified retention strategies. Increasing the quality of life for its employees and providing quality services to its constituents remain top objectives as Maricopa County strives to meet employee and organizational needs. These ingredients help to create an innovative and competitive spirit amongst its workforce.